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May 2025
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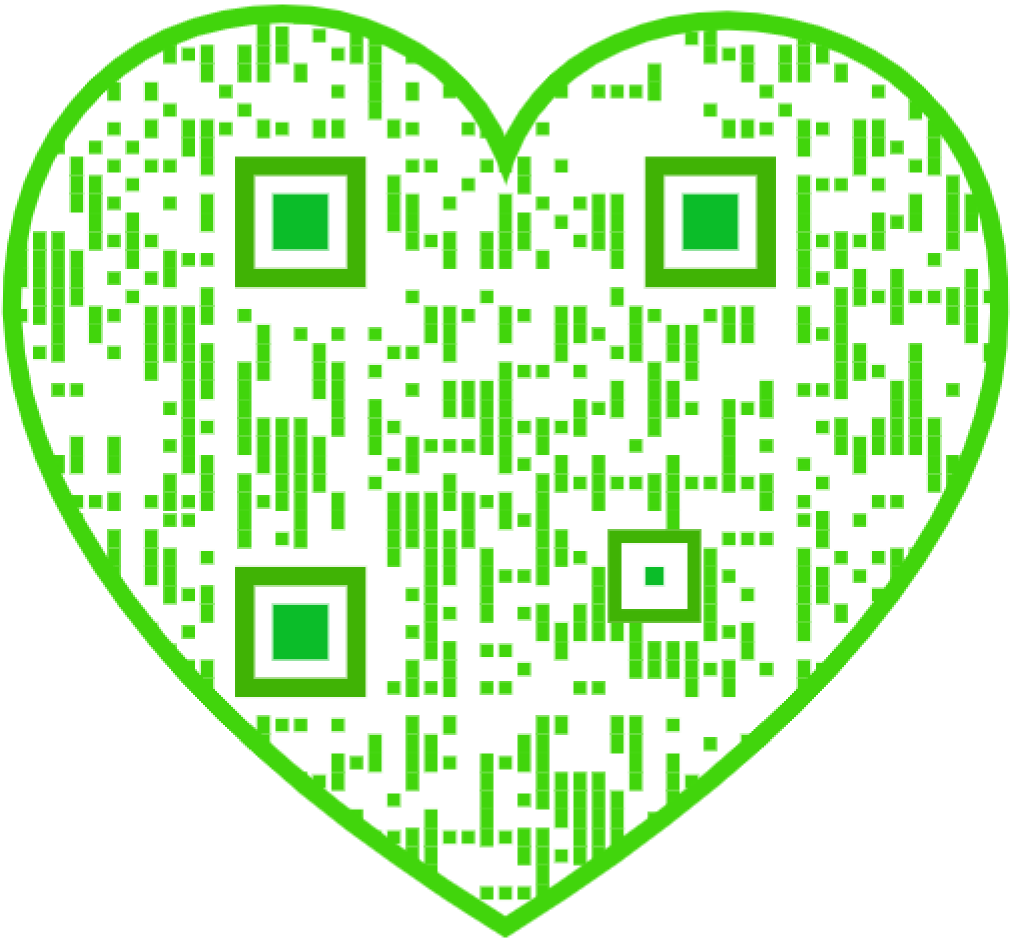

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CONTENTS

MAY 2025

Features

48
Supreme Court
The world's foremost tennis champion, Novak Djokovic looks to the future with his wellness brand, corporate collaborations and a thriving charitable foundation

58
On the Runway
Aviation and glamour have always gone hand in hand. We chart the evolution of in-flight fashion

66

Explore the wonderful, eye-catching structures of designer Thomas Heatherwick

COME TOGETHER Acclaimed designer Thomas Heatherwick creates joyful structures that stimulate and engage people around the world

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BUSINESS TRAVELER

CONTENTS

MAY 2025

Memos

13
▸▸ A look at the history and future of F1 ▸▸ a new travel assistant from OpenAI ▸▸ stylish reveals from Korean Air and Air France ▸▸ summer travel trends ▸▸ Bang & Olufsen's groundbreaking earbuds ▸▸ which airports are the worst for stolen luggage?

Keynote

26
◖ Catching up with Pittsburgh International Airport CEO Christina Cassotis ◖ the value of human connectivity ◖ is this benefit the best perk in aviation?

Bright Ideas

33
◆ A day off in Dubrovnik, Croatia ◆ the hunt for the perfect white shirt ◆ culinary news around the world ◆ Washington, D.C., as a business hub city ◆ the health benefits of flowers ◆ from Florida to France, May's must-visit places

Tried & Tested

77
▶ The Four Seasons Hotel San Francisco at Embarcadero ▶ United Polaris from Chicago to Amsterdam ▶ Los Angeles' Virgin Atlantic Clubhouse ▶ Carnivale restaurant in the Bahamas ▶ New York City's Overstory bar ▶ the season's vibrant luggage

Passport

90
▼ **Keith McNally**
A delicious tour with the bon vivant restaurateur

85

An expert review of a Manhattan bar in the clouds

ON THE COVER
Photography by
Vladimir Nićiforović/
Courtesy of
Novak Djokovic

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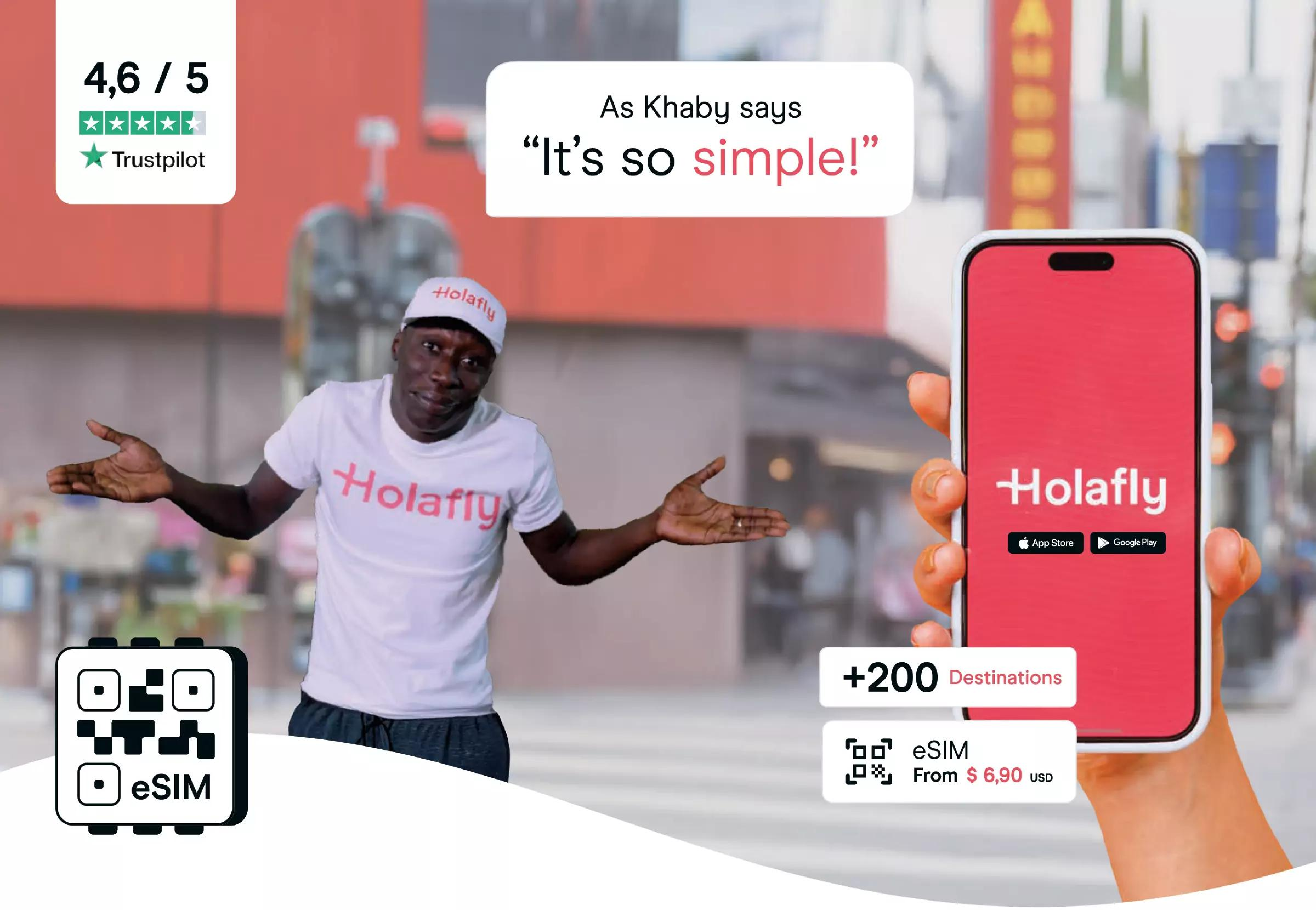
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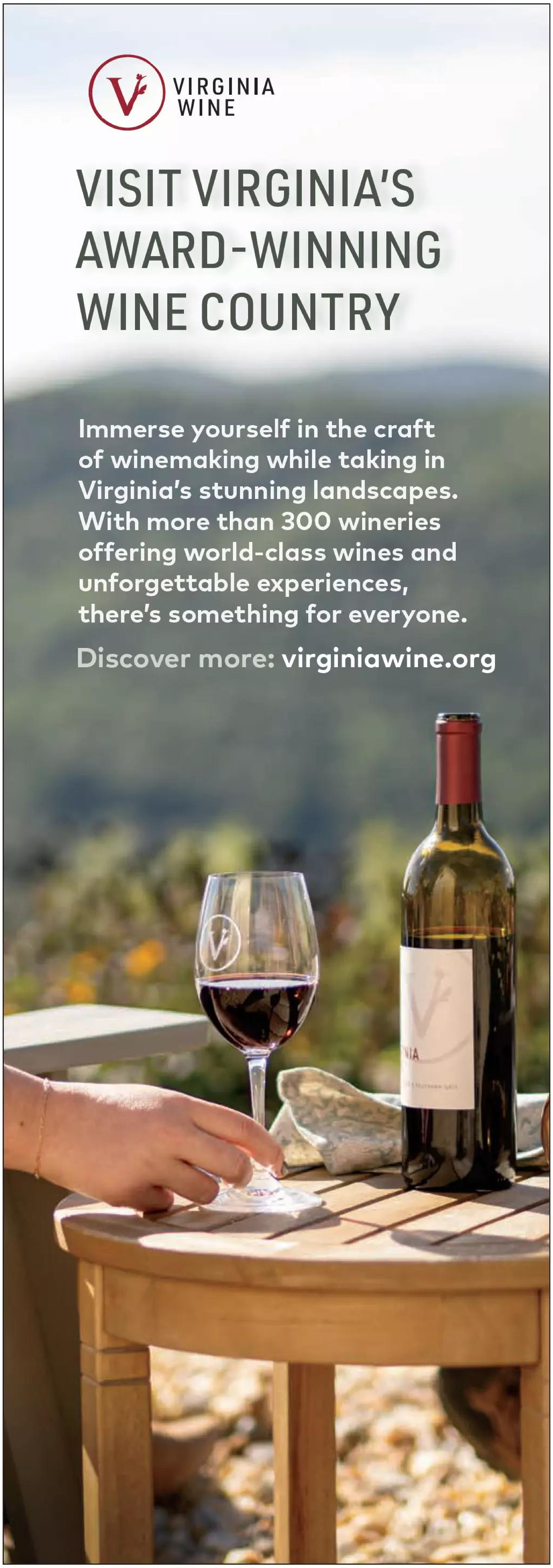
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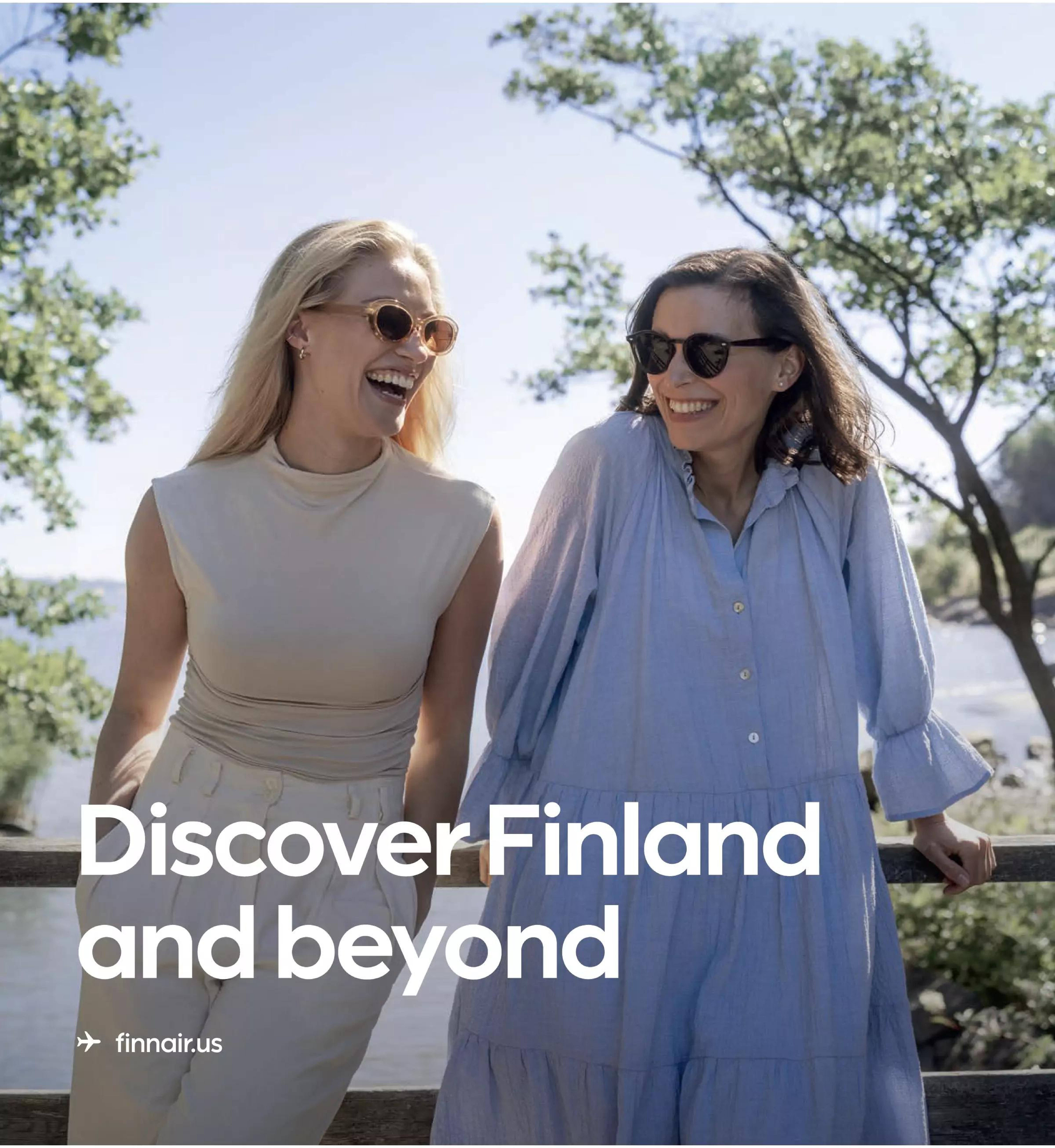
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FINNAIR

EDITOR'S LETTER

WELCOME TO THE May issue of *Business Traveler*. We're honored to have as our cover star one of the world's greatest tennis champions, Novak Djokovic. But this dynamo is also a superstar in other arenas, with multiple entrepreneurial projects, brand collaborations and a thriving foundation. In our exclusive interview, he discusses his passion for wellness (which inspired his supplement line, Sila), his love of family, and his insights into achieving success both on and off the court. See what pursuits he might follow when—and if—he decides to hang up his racquet.

Our aviation feature looks at the fascinating world of airline crew uniforms over the decades. From the ultraglamorous Golden Age of the '50s and '60s—when designers such as Cristobal Balenciaga brought haute couture to the skies—to today's offerings from stars including Ozwald Boateng, see what the height of chic has been for high-flying flight attendants. (And check out a few fashion flops, as well.)

We continue our look at international style with a profile of celebrated British designer Thomas Heatherwick, whose eye-popping structures across the world bring delight to city dwellers. From London's Rolling Bridge and Coal Drops Yard to New York's Little Island, Heatherwick's creations aim to make the built environment a lot more engaging for passersby. Read our interview to discover his prescription for better urban spaces, and find out his upcoming plans for the reopening of London's iconic BT Tower as a luxury hotel.

Elsewhere, we discover the perfect white shirt for men, and chat with Pittsburgh International Airport CEO Christina Cassotis to learn why this may be the country's most beautiful air facility.

Please tune in to *The Business Traveler Show* on ReachTV to see the magazine come to life, and enjoy this issue.

Eric Newill

Eric Newill
Editor in Chief

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RAPHAEL ABRAHAM
WRITER
The London-based writer speaks with this month's cover star, Novak Djokovic, about his business and charitable endeavors. "He's a very eloquent speaker—all the more impressive because of the number of languages he's fluent in." Abraham is an editor for the *Financial Times*.

MARK C' FLAHERTY
WRITER
Inside, O'Flaherty interviews two designers: Thomas Heatherwick for his globe-spanning structures, and *parfumier* Marc-Antoine Barrois for his men's fashion essentials. "Wearing an immaculate white shirt lifts your mood." He writes for *The New York Times*, among others.

BRYCE WYMER
ILLUSTRATOR
Based in New York, Wymer is a visual artist who melds bold graphic forms with human abstractions. He created the illustration for our wellness story, which examines the health benefits of flowers. "I wanted to capture a moment in time where petals form an abstract pattern."

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Memos

Airline and travel info from around the globe

EVENTS

Tournament of Champions

F1's new season is shaping up to be both thrilling and unexpected

STORY BY
JEREMY TAYLOR

Ferrari's Lewis Hamilton at the Shanghai International Circuit in March

IMAGES GETTY IMAGES

Continued from previous page

THE HIGH-OCTANE, single-seater thrill of Formula One has an estimated fan base of more than 750 million today, but it all began on a blustery May weekend in 1950 at a former British RAF base. The average age of the drivers at Silverstone that day was 39—the starting grid included a Belgian jazz musician, a Swiss baron and a Thai prince. A giant hare damaged one car on the track before Giuseppe Farina won from pole position in an Alfa Romeo.

This year, a total of 24 Grand Prix in 21 countries is taking the F1 road show to five continents, from the opening race in Australia in March through the final in Abu Dhabi in December. The F1 roster also has six sprint races, including May's Grand Prix in Miami for a fourth consecutive season. (This month will also see competitions in Italy, Monaco and Spain.)

There are no new circuits this season, but historic venues like Japan's Suzuka, Belgium's Spa-Francorchamps and Silverstone itself will jostle for position alongside newer circuits such as Las Vegas and Saudi Arabia. 2025 is also the final year of current regulations, first introduced in 2022. So while the cars are similar to last year, teams have refined them to extract maximum performance. Preseason testing suggested they are closer than ever—great news for the spectator!

The drivers may not be as flamboyant as they were 75 years ago, but 2025 has the potential to be a fascinating F1 championship. After a long period of Red Bull dominance, Max Verstappen's fifth consecutive title charge could be threatened by a resurgent Lando Norris. McLaren claimed the Constructors' crown in 2024 for the first time in 26 years.

Ferrari, which just missed out on success last year, now boasts two of the sport's biggest names behind the wheel. Charles Leclerc lines up alongside Lewis Hamilton—the 40-year-old Brit who quit Mercedes last season and is hoping for a record-breaking eighth Drivers' championship.

Among the remaining Constructors to watch is Aston Martin. With a struggling Lance Stroll, again partnered by former world champion Fernando Alonso, the team looks like an also-ran on paper.

However, last year, Aston Martin rocked the world of F1 by poaching automotive design guru Adrian Newey from Red Bull. The most successful car designer in F1 history is bound to make an impact but it may be 2026 before his championship-winning flair comes to the fore.

For a 2025 prediction, we asked triple F1 world champion Sir Jackie Stewart: "After such a long period of winning, Red Bull could lose out to McLaren. Lewis Hamilton may be 40 but he's still supremely fit and has a great chance at Ferrari, too."

Oliver Bearman made his F1 debut for Ferrari in Saudi Arabia in 2024, standing in at the last minute for a sick Carlos Sainz. The rookie finished seventh—ahead of Hamilton and Norris. This year he drives for Haas in his maiden championship season.

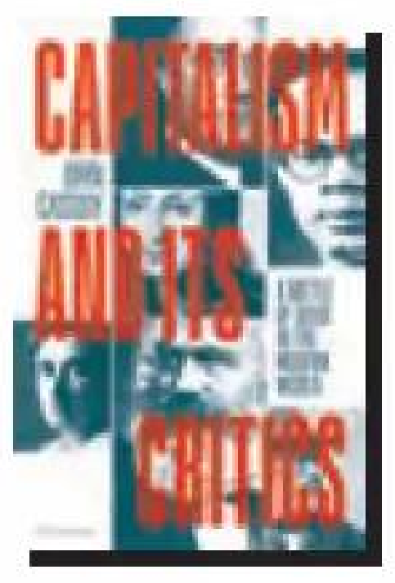
He told *Business Traveler*: "I was only 18 at the time, so to get the call-up in Saudi was mind-blowing. This year I will be competing against all my heroes again—Lewis, Max Verstappen and Fernando Alonso. It will be the most open championship in a long time. I'll just go out there and do my best, but it's a dream come true to be in F1."

"After such a long period of winning, Red Bull could lose out to McLaren."

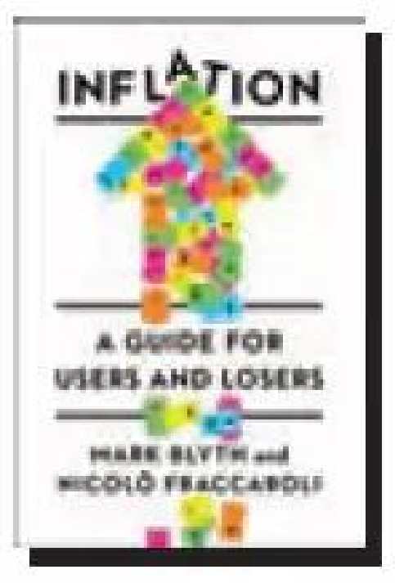
FROM TOP Red Bull's Max Verstappen, F1 Group CEO Stefano Domenicali, Sir Jackie Stewart and Mercedes' George Russell at the Albert Park Circuit, Melbourne, Australia, in March; 2025 Australian Grand Prix winner Lando Norris of McLaren in March

IMAGES **GETTY IMAGES**

BOOKS



***Capitalism and Its Critics: A History: From the Industrial Revolution to AI* by John Cassidy (out 5/13)**
Cassidy traces centuries of critics, from communists to the degrowth movement, whose proponents argue that governments should shrink their economies in an effort to reduce energy consumption and prioritize ecological health.



***Inflation: A Guide for Users and Losers* by Mark Blyth and Nicolò Fraccaroli (out 5/6)**
Few words set political debates aflame as much as "inflation." In their new book, Blyth and Fraccaroli argue that several factors are making an inflationary future inevitable and that we must bring our approaches to it into the 21st century.

—NICHOLAS DERENZO

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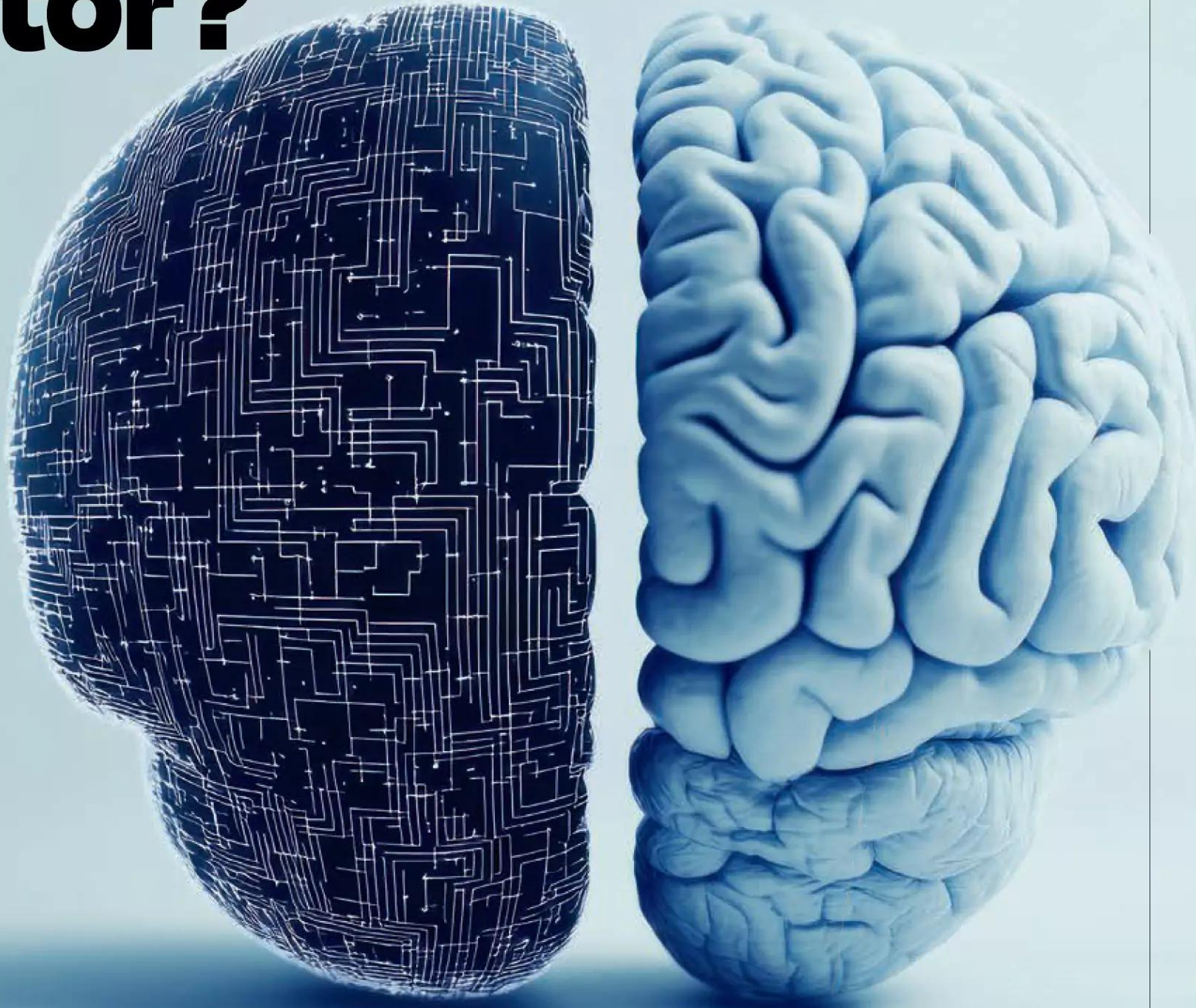
STORY BY
LARK GOULD

Smooth Operator?

The good, the bad and the ugly about a new AI agent

IN A WORLD where we already have robots that vacuum our floors and apps that order our groceries, OpenAI has decided to up the ante with its latest creation: Operator. This AI agent, which can autonomously perform tasks like booking travel, making restaurant reservations and shopping online, is being hailed as a game changer. But is it?

Powered by something called the Computer-Using Agent model, Operator can navigate websites, click buttons, fill out forms and even correct its own mistakes (sometimes). It's like having a personal assistant, except this one occasionally books you a one-way ticket to Bucharest instead of Boston. And for a price. The AI platform is available only to ChatGPT Pro subscribers in the U.S. for $200 a month—perhaps the rate of an OpenTable dinner it just booked, hopefully in the right city.



THE GOOD OPERATOR

It Books Travel: Need a day tour of Rome? Operator will find the highest-rated option on Tripadvisor. Just hope it doesn't accidentally book the tour in Rome, Georgia.

It Orders Groceries: Running low on apples? Operator can handle an Instacart order but may not know the difference between Honeycrisp and Granny Smith.

It Makes Reservations: Want to try a trendy new restaurant? Operator will do its best, but ensure that table is in Denver and not Des Moines. Still, Operator's ability to interact with websites as if human is impressive.

THE BAD OPERATOR

It Gets Stuck: Captchas are a common conundrum for Operator. It throws up its digital hands in frustration.

It's Slow: Watching Operator navigate a website is like watching grass grow, but not as peaceful.

It Makes Mistakes: Operator is trained to ask for confirmation before finalizing tasks, and might ask 42 times before committing to an action. Perhaps that's a good thing. Complex tasks such as managing calendars or creating slideshows are off the table.

THE UGLY OPERATOR

There is an elephant in this article: the cost. Is it worth $200 a month? In a word, no—not in its current form. Want to hire an AI that occasionally books the wrong hotel? Hire a real intern. At least they can fetch coffee. Consider Operator's ability to take actions on the web. It opens doors to potential misuse—from clicking on nefarious phishing links to buying up broken shacks in the woods on eBay. No system is foolproof. Operator might be the future, but it's also a reminder that the future is a bit murky.

OPERATOR: THE UPSHOT

Operator is undeniably cool, but it's also a work in progress. It's like the first iPhone—revolutionary, but not quite ready to replace the laptop. Operator is best suited for early adopters who don't mind paying a premium to beta test the next buzzmaker and brag about it. For the rest of us, it's a reminder that AI still has a long way to go before it can truly take over our lives. Should the urge to access Operator be a strong one, then bolster the bank account and wait for the platform to move through a task, website to website, until it hits the captcha. Then, if you want something done, do it yourself.

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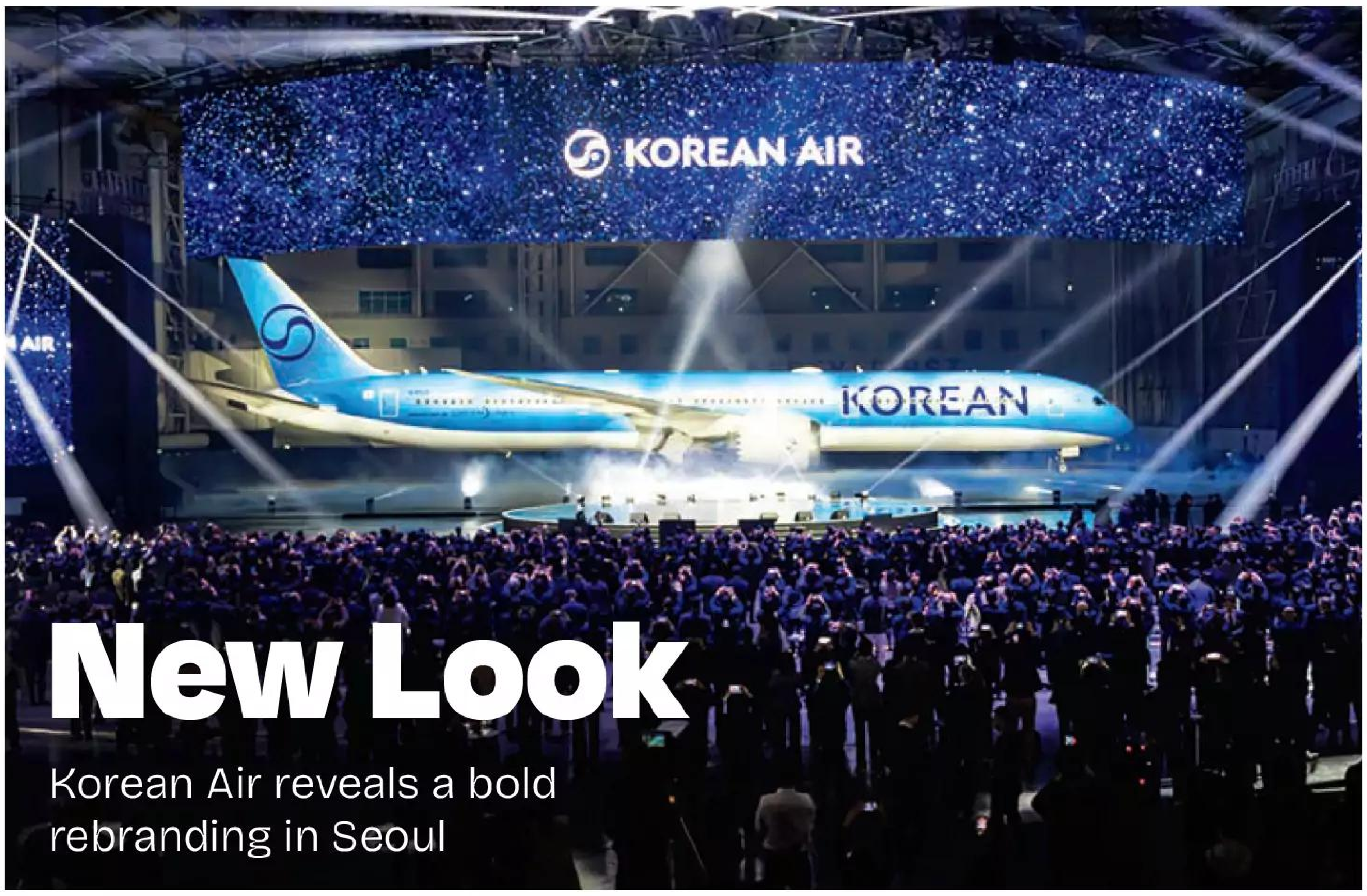


New Look

Korean Air reveals a bold rebranding in Seoul

KOREAN AIR HAS unveiled its first major brand overhaul in more than four decades, showcasing a refreshed logo, modernized livery and an all-new in-flight experience package. The rebranding was introduced at a grand event in Seoul, where a Boeing 787-10 debuted the airline's sleek new look.

The redesigned *taegeuk* symbol, now in a deeper shade of blue, pays homage to Korea's cultural roots, inspired by the elegant motion of the traditional *sangmo* dance. The updated logotype features refined curves reminiscent of Korean brushstrokes, merging tradition with a contemporary aesthetic. As Korean Air prepares to fully merge with its longtime competitor, Asiana Airlines, Kenneth Chang, the airline's chief marketing officer, notes how this transformation "reflects both our heritage and our vision for the future."

The carrier has completely revamped its in-flight offerings, introducing a luxurious dining experience curated by chef Seakyeong Kim of Seoul's Cesta restaurant. First and Prestige Class passengers will enjoy gourmet selections like octopus *nurungji* rice and beef brisket bibimbap.

Additionally, premium class passengers will dine on Bernardaud china with Christofle cutlery, and enjoy Frette bedding and pajamas, paired with Eco World's air-coil mattress and amenity kits furnished by British luxury brand Graff.

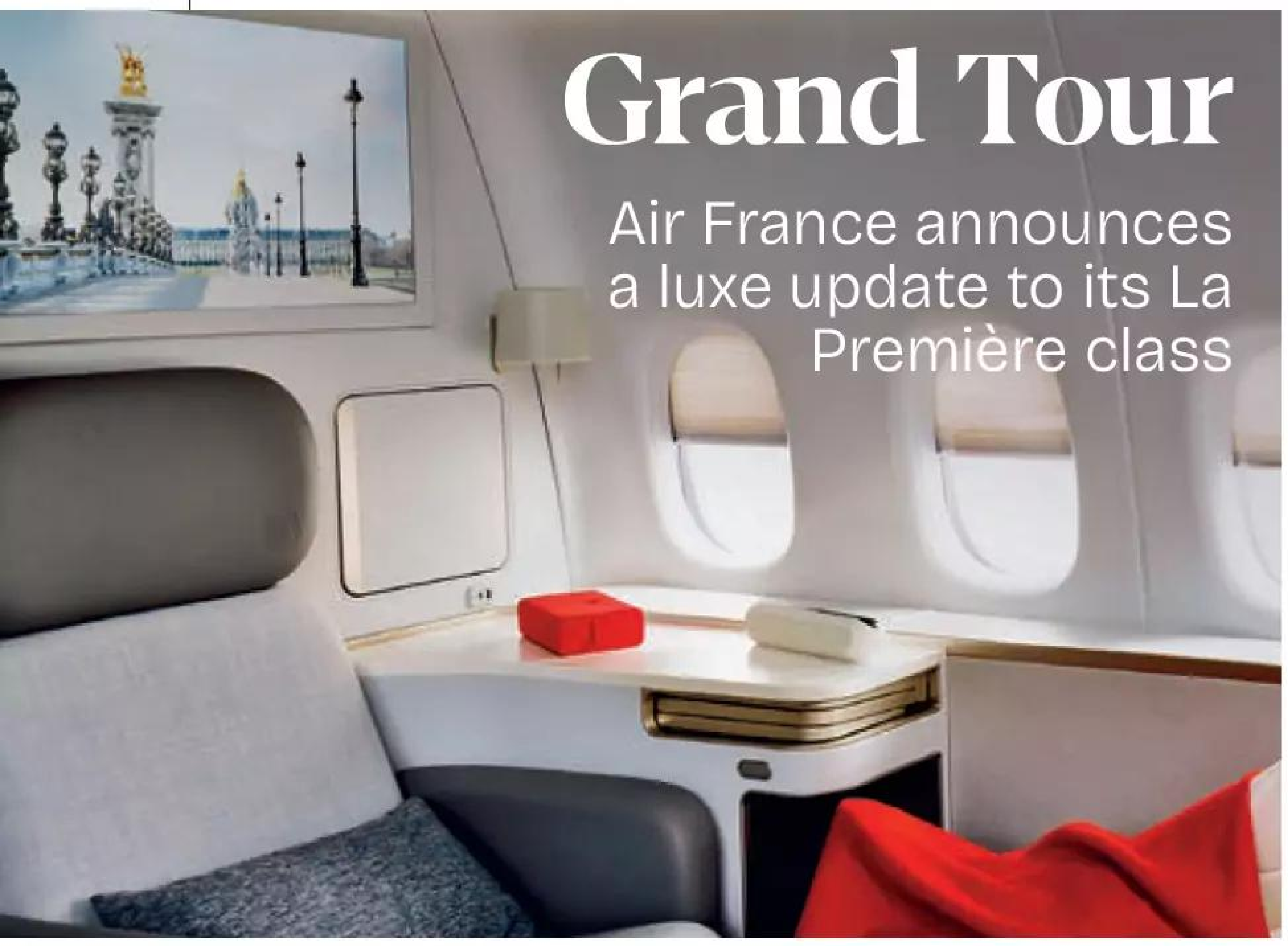
Korean Air is also investing in airport lounges and planning to triple its space. Upcoming openings include a Million Miler Lounge and Business Lounge at Seoul Incheon in August, with additional lounges at LAX and JFK scheduled for next year.

Korean Air will also introduce a brand-new Premium Economy product alongside private First Class suites. Initially debuting on retrofitted Boeing 777-300ER aircraft, the Premium Economy seats will also be featured on new Airbus A350s and Boeing 777-9s. Each aircraft will offer 20 to 25 Premium Economy seats, with enhanced comfort for long-haul travelers.

FROM ABOVE The new Korean Air livery on a Boeing 787-10; in-flight menu

"We're committed to setting a new standard in premium air travel," said chairman Walter Cho. "These upgrades align with our vision of providing exceptional experiences both in the air and on the ground." With its updated corporate identity and improved passenger offerings, Korean Air is set to provide a world-class service, particularly on flights to the 12 U.S. gateways it operates.

FRENCH FLAIR



Grand Tour

Air France announces a luxe update to its La Première class

THE WAIT IS over: Air France has finally revealed its reimagined La Première suite, and the airline's premium passengers are in for a treat. The new cabin, available on select Boeing 777-300ER aircraft, will offer an exclusive and intimate experience with only four suites per plane.

Passengers will enjoy nearly 38 square feet of space, with a plush leather seat that converts into a fully flat bed, a chaise longue, and spacious table ideal for dining or working.

The suites are enclosed by Air France's signature floor-to-ceiling curtains for complete privacy, while five large windows with adjustable shades provide natural light. Refined materials such as full-grain leather and soft wool complement the airline's gray and red palette.

Storage is plenty, with a sliding drawer for carry-on bags and a dedicated shoe compartment.

For entertainment, Air France is going all out by offering not one but two 32-inch ultra-high-definition 4K screens, which can be viewed from the main seat or rear-facing chaise, as well as Denon noise-reducing headphones and Bluetooth connectivity. Complimentary Starlink Wi-Fi will also ensure seamless connectivity.

IMAGES AIR FRANCE; KOREAN AIR

STORY BY
GEORGE GOMEZ

AVIATION

Steal Industry

The U.S. airports where your baggage is most likely to disappear

LOSING YOUR LUGGAGE at the airport is a nightmare no traveler wants to face. Yet for passengers arriving at some of the busiest airports in the United States, the risk of baggage theft is a sobering reality. A recent study by AirAdvisor, an airline compensation company with expertise in consumer advocacy, looked at 55 airports to determine which ones pose the greatest threat to your bags, factoring in passenger volume, online reviews, reported incidents of lost luggage, and gate-to-baggage-claim time.

According to the study, Dallas/Fort Worth (DFW) is identified as the airport most prone to luggage theft. It is closely followed by Los Angeles (LAX) and Hartsfield-Jackson Atlanta International Airport (ATL).

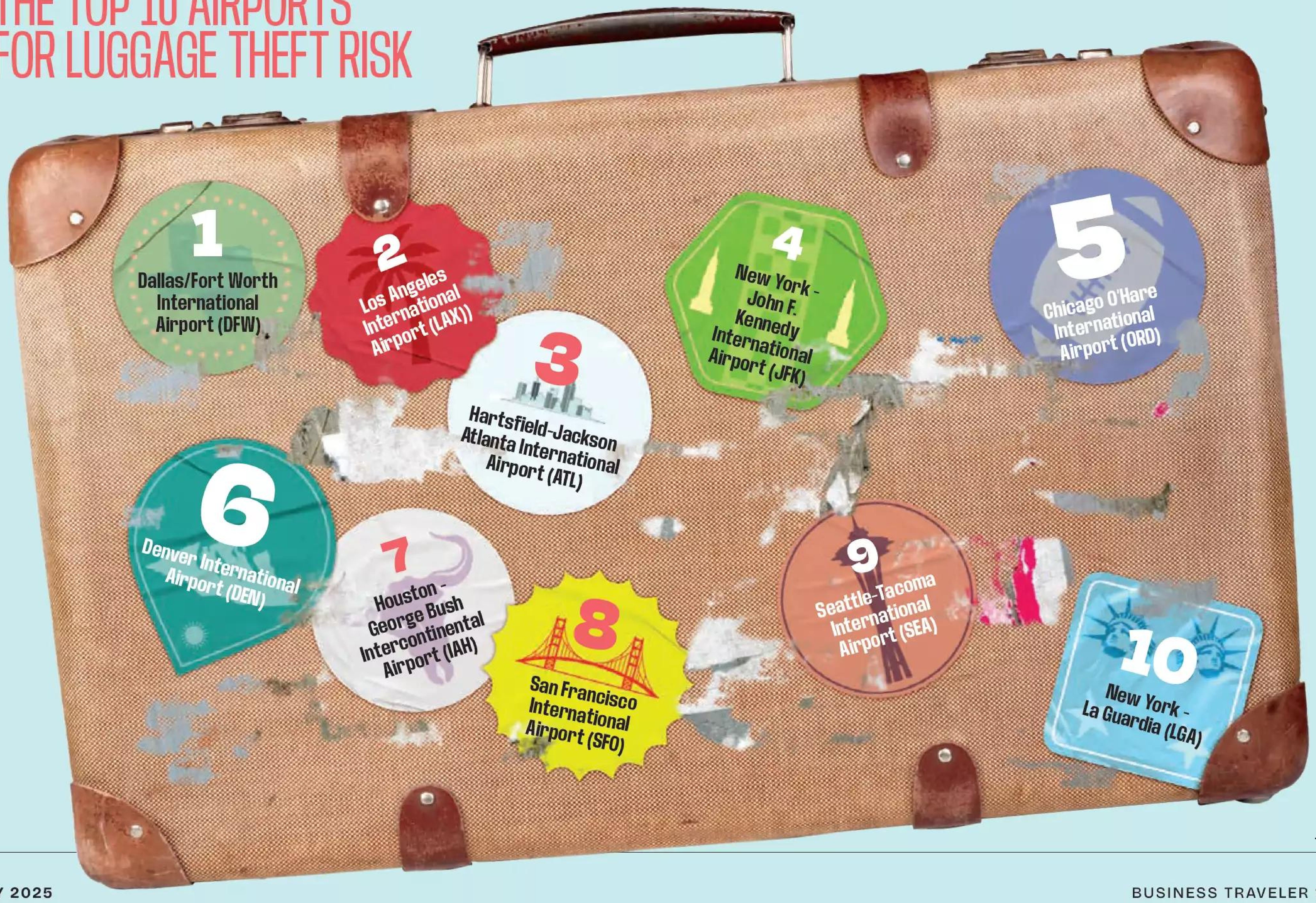
Unsurprisingly, these are the country's three busiest airports, handling more than 261.5 million passengers each year, resulting in crowded and chaotic baggage claim areas that create numerous opportunities for theft.

In contrast, smaller airports have been ranked as the safest in the country. These include Helena Regional Airport in Montana, Casper/Natrona County International Airport in Wyoming, Manchester-Boston Regional Airport in New Hampshire, Wilmington Airport in Delaware, and West Virginia International Yeager Airport.

WHY ARE BIG AIRPORTS RISKIER?

High passenger volume, long walking distances and crowded baggage claim areas increase the risk of theft. At major airports, it can take over 20 minutes to reach baggage claim, giving thieves ample opportunity to take bags. Additionally, many domestic baggage claim areas are accessible to the public. Some airports in developing countries have added an extra screening step after baggage claim, where agents verify that baggage tags match boarding passes.

THE TOP 10 AIRPORTS FOR LUGGAGE THEFT RISK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2
Los Angeles International Airport (LAX)
3
Hartsfield-Jackson Atlanta International Airport (ATL)
4
New York - John F. Kennedy International Airport (JFK)
5
Chicago O'Hare International Airport (ORD)
6
Denver International Airport (DEN)
7
Houston - George Bush Intercontinental Airport (IAH)
8
San Francisco International Airport (SFO)
9
Seattle-Tacoma International Airport (SEA)
10
New York - La Guardia (LGA)

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OFF TO A FLYING START

Piloted air taxis may soon soar across our skies

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DO YOU FANTASIZE about flying cars? Virgin Atlantic will soon make that dream a reality, partnering with California-based firm Joby to develop air taxi services for regional and city connections. Joby's eVTOL air taxis can carry up to four passengers (plus the pilot), and are optimized for "rapid, back-to-back flights" up to 100 miles in length. Potential zero-emission journeys include eight-minute service from London's Heathrow to Canary Wharf. If you're wondering if it's out of your price range, fret not—it's expected to be similar to existing premium ground ridesharing options.

Joby has an existing agreement in place with part owner Delta. The carrier made a $60 million equity investment in Joby, with the opportunity to expand to $200 million "as the partners achieve substantive milestones on the development and delivery of the service."

WASTE WONDERS

SEVERAL INNOVATIVE COMPANIES are transforming waste into lifestyle products. In the U.K., Margate-based design studio Müll Club revamps rubbish into beautiful one-of-a-kind items, ranging from colorful combs to marble-patterned trays and the brand's bestselling zigzag-shaped soap dishes. Each piece has been created from the likes of milk cartons, yellow Marmite lids and even Cadbury chocolate tubs (the brighter the better!).

Meanwhile, accessories brand Rothy's crafts shoes and bags from plastic waste. The LEED Gold-certified brand has created a "signature thread" from 100-percent recycled plastic bottles, used to knit all its products—which also feature ocean-bound marine plastic, collected within 30 miles of coastlines and marine environments.

IMAGE COURTESY OF JOBY/VIRGIN ATLANTIC

It's
Kind Of
WILD
SF
THE SFP

THE SAN FRANCISCO PENINSULA MAKES IT EASY TO BLEND WORK WITH EXPLORATION.

Just minutes from San Francisco International Airport (SFO), you'll find seamless business travel, 15,000+ hotel rooms and nearly 400,000 square feet of meeting space. But when the workday ends, the real adventure begins—dine at locally loved restaurants, hike under towering redwoods, unwind along the coast or immerse yourself in the region's tech-forward culture. It's the best meeting destination you've never heard of. And it's kind of wild.

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SOUTH OF SAN FRANCISCO · NORTH OF EXPECTATIONS

STORY BY
LARK GOULD

Where Next?

Two reports reveal the top summer trends for U.S. travelers

IN 2025, THE global travel landscape is set to be defined by a surge in international travel and savvy financial strategies. According to Cirium's aviation analytics, as well as insights from American Express' 2025 Global Travel Trends Report, travelers are prioritizing meaningful experiences, family adventures and smarter ways to optimize their trips.

Europe continues to dominate the destination list for U.S. travelers in 2025. Airlines are adding 165,000 seats to Europe this summer, a three-percent increase from the previous year. The U.K. remains the most popular destination, with 813,195 passengers in July 2024, followed by Italy (406,194) and France (356,589).

But it's not just the usual suspects drawing crowds. Croatia and Greece are experiencing a fivefold surge in summer travel compared to winter, while Iceland's popularity is more than tripling as demand increases for unique, off-the-beaten-path experiences.

Asia is also on the upswing, with airlines adding 92,000 seats to the region this year. Japan proved hot with 324,641 passengers in July 2024, followed by India and South Korea. This growth reflects a broader trend of travelers seeking culinary adventures. From the Shinto shrines of Japan to the bustling street markets of India, Asia has become a magnet for the well-traveled.

Cinque Terre, Italy

Pointing the Way

While Cirium's data details where travelers are going, American Express' report highlights how they're getting there—and that means card rewards and loyalty points. According to Amex, 66 percent of global respondents say combining credit card rewards with other loyalty perks provides the best value for international trips.

Europe continues to dominate the destination list for U.S. travelers in 2025.

Millennials and Gen Z are taking up the challenge, with 61 percent using their credit cards to maximize travel rewards, compared to just 36 percent of older generations. This points-driven approach influences where they go, as well. Nearly half (45 percent) of travelers choose their destinations according to the best use of their credit card points.

Family travel also continues to trend. Cirium's data shows airlines are adding significant capacity to family-friendly destinations, including such warm-weather spots as Puerto Rico (89,613 seats added) and Mexico (92,806). American Express reports 58 percent of millennial and Gen Z parents plan to bring extended family on vacation in 2025, with 89 percent citing "quality time" as the top reason.

ON OUR RADAR

IN THE WORLD of hospitality, May sees a slew of domestic hotel openings. We start with the buzziest of the bunch: **Faena New York** makes a splash on Manhattan's West Side overlooking the High Line. The brand has a following for its edgy decor, destination restaurants and innovative programming, and this latest outpost promises to be on par. The property features 120 guest rooms and suites and a 17,000-square-foot Tierra Santa Healing House spa with a long list of treatments influenced by South American, Eastern and Western wellness traditions.

In New Orleans, **Hotel Perle** is designed for groups, with ten multiroom suites ranging from two to seven bedrooms. All feature living, kitchen and dining areas, making them ideal for extended stays and small group retreats. Designed by the notable firm Ward + Gray, the property showcases styles from several eras....Going north, **The Bellevue Hotel** in Center City Philadelphia (a member of The Unbound Collection by Hyatt) welcomes guests with 184 luxury guest rooms, a 100,000-square-foot sporting club, 30,000 square feet of event and meeting space, and a setting juxtaposing early-20th-century glamour with modern touches.

Thompson Hotel

Miami Beach sees the opening of a **Thompson Hotel**. Featuring bold elements, the high-end hotel offers 147 guest rooms and suites with terraces and floor-to-ceiling windows. Highlights include a see-and-be-seen lobby bar, indoor-outdoor restaurant and bar and rooftop pool with killer city views.

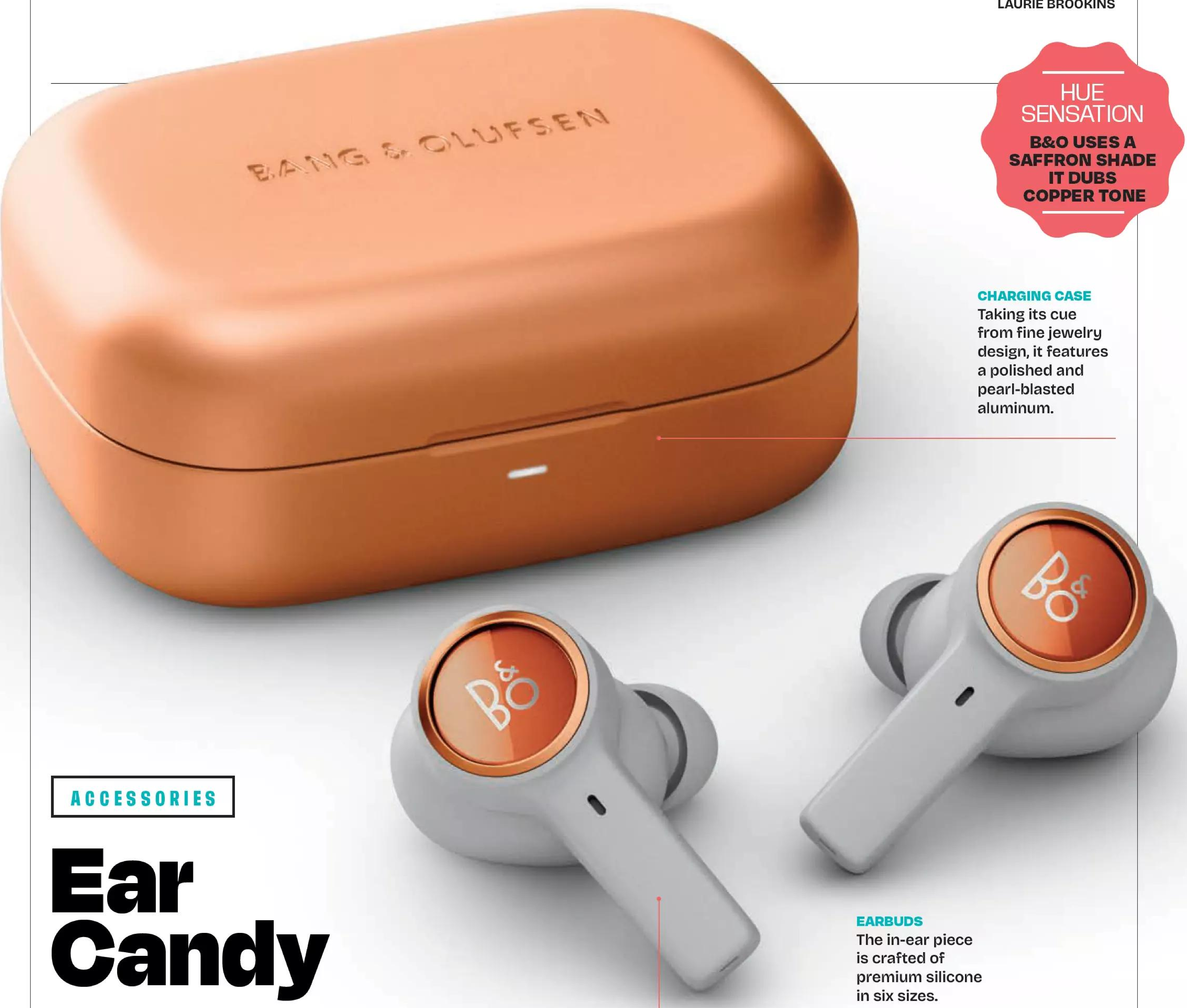
—SHIVANI VORA

IMAGES **THOMPSON MIAMI BEACH, ADOBE STOCK**

STORY BY
LAURIE BROOKINS

HUE SENSATION

B&O USES A SAFFRON SHADE IT DUBS COPPER TONE



CHARGING CASE
Taking its cue from fine jewelry design, it features a polished and pearl-blasted aluminum.

EARBUDS
The in-ear piece is crafted of premium silicone in six sizes.

ACCESSORIES

Ear Candy

Bang & Olufsen releases a game-changing audio accessory

ASK ANY AUDIOPHILE what they love about their favorite pair of headphones or earbuds, and chances are they'll mention both exceptional sound quality and the unique look of their preferred choice. Denmark-based Bang & Olufsen, which is celebrating its centennial this year, historically has blended high-end audio technology with sleek design that takes its cue from Scandinavian style. That's certainly true of Beoplay Eleven, the brand's latest generation of wireless earbuds.

Designed to include a 9.2-millimeter driver in each earbud, Beoplay Eleven starts from a position of powerful, clear sound. But Bang & Olufsen touts the news that Beoplay Eleven offers the brand's best noise-cancellation technology in an earbud to date. That idea should sound appealing to anyone who depends on this essential feature on an airplane, amid the cacophony of a convention hall, or while making a call on a city sidewalk. Using the Beoplay Eleven for the latter also has been improved thanks to the addition of a microphone inlet that has been subtly enlarged and a padded fine mesh that filters out wind noise, both to deliver better sound and clarity.

As with most Bang & Olufsen audio products, the look of these earbuds shares equal attention with their sound quality. Other features include multipoint Bluetooth, a battery life of six hours with noise cancellation or eight hours without, and a transparency mode that allows the user to easily toggle noise cancellation on and off with just a tap.

$499, at bang-olufsen.com

IMAGES BANG & OLUFSEN

Dining Delights

Airports are ramping up flavor profiles and providing more options for time-conscious travelers

A PRIMARY FACTOR for airport diners is speed—nobody wants to dash to the gate before their dessert has arrived. As such, airport "quick service restaurants" are doing a booming trade and are a critical part of modern airport infrastructure.

Typically, they serve cost-friendly meals prepared in a systematic way and packaged so customers can take them away or enjoy them quickly at the venue.

According to the *Airport Quick Service Restaurant Market Global Forecast (2025-2034)* by Global Market Insights (GMI), the market value was $36.8 billion in 2024 and expected to grow to $56.1 billion by 2034.

As a result, airports are seeing expanded menus and premium, celebrity-backed outlets entering the mix as customers seek quality and unique culinary experiences.

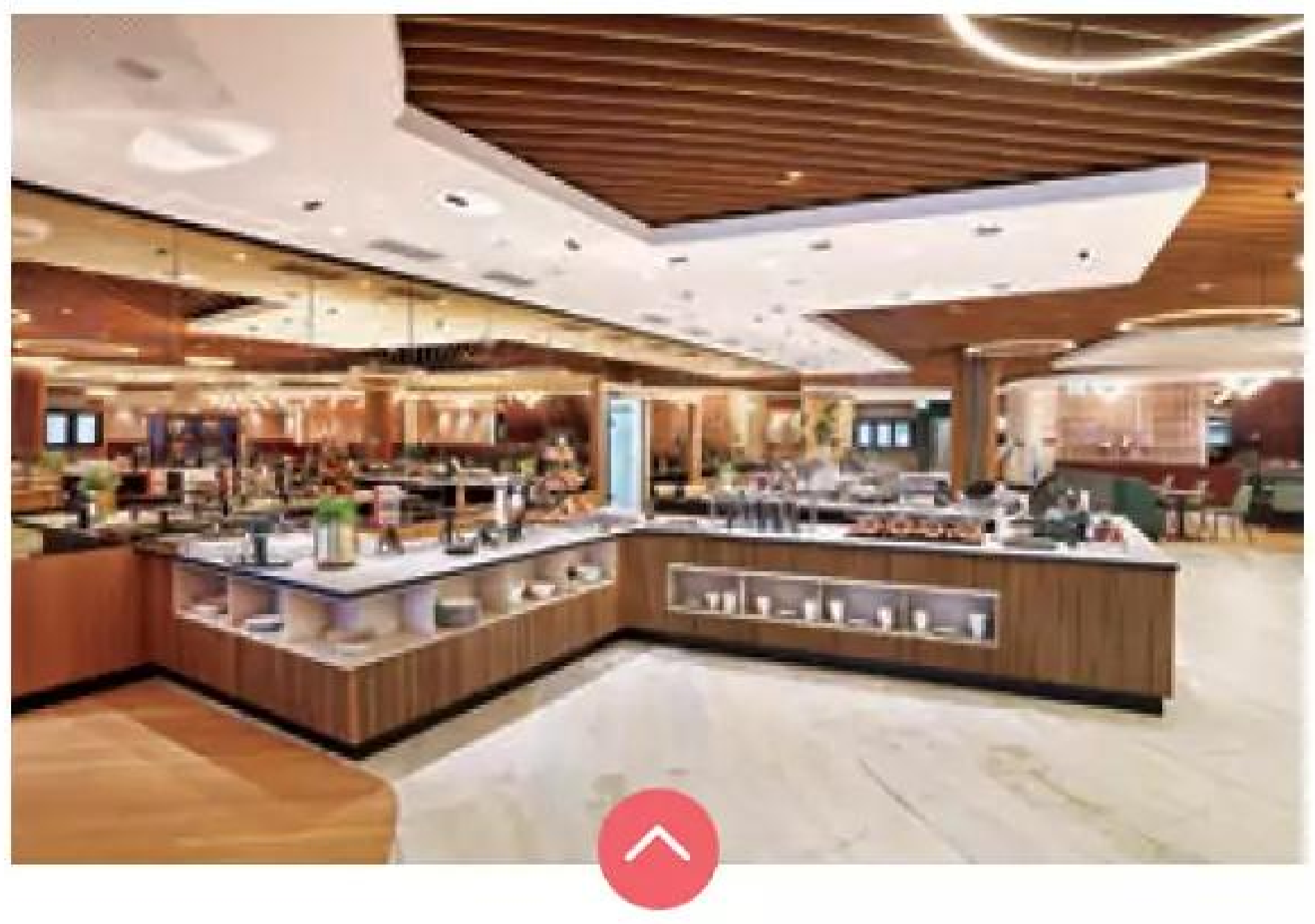
Priority Pass also meets this demand with its Airport Takeout app feature, where members can preorder pay-as-you-go takeaway options from more than 485 cafés and restaurants in 44 leading airports across the U.K. and U.S.

Renowned chefs and gourmet brands also help to capture the attention of premium travelers. Gordon Ramsay's Plane Food, for instance, launched at Heathrow almost 20 years ago, and the renowned chef is now partnering with Travel Food Services to launch six dining outlets at Indian airports by 2027, while famed Turkish chef Nusret Gökçe (aka Salt Bae) opened Saltbae Burger in 2023, with plans to expand to ten airports.

Plant-based options are also on the rise, catering to health-conscious customers, and more planet-friendly practices. According to the 2025 GMI report, 57 percent of airport diners consider sustainability when choosing where to eat, while restaurants are investing more in eco-friendly back-of-house operations, from waste management to biodegradeable packaging.

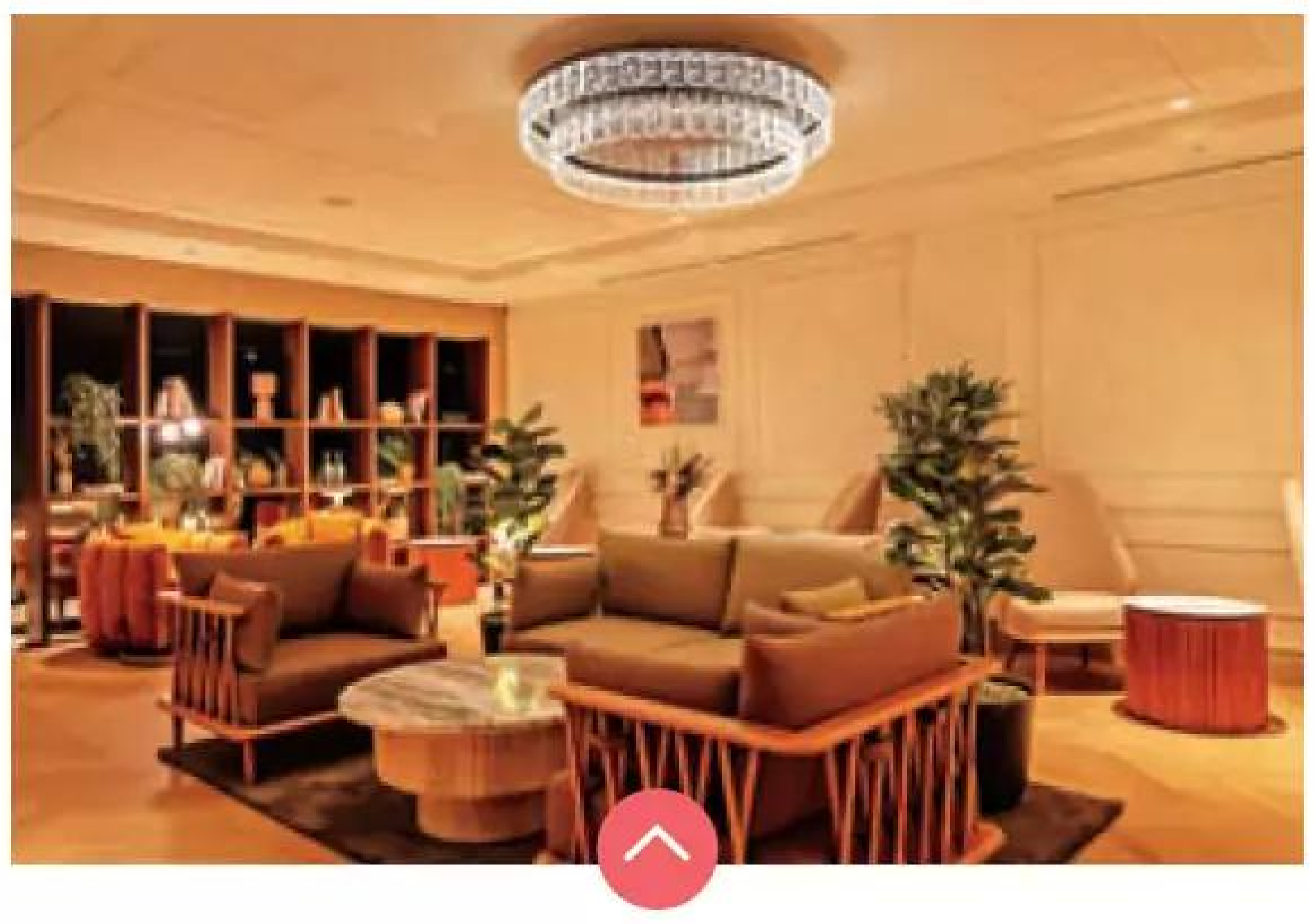
On the technological side, self-service kiosks are being introduced at airports to speed things up by reducing wait times, while also allowing customers to order from multiple brands. Robots are also increasingly being deployed, both to help with food prep in the kitchens and the delivery of dishes to customers.

> Saltbae Burger opened in Istanbul Grand Airport in 2023, with plans to expand to ten international airports.



VIENNA LOUNGE, TERMINAL 1, VIENNA AIRPORT, AUSTRIA

Find cold cuts of meat and cheese, a salad bar, and a wide range of traditional desserts in the Viennese café, including the classic apple strudel. You'll also be able to enjoy Austrian beers and wines, including an Austrian sparkling wine.

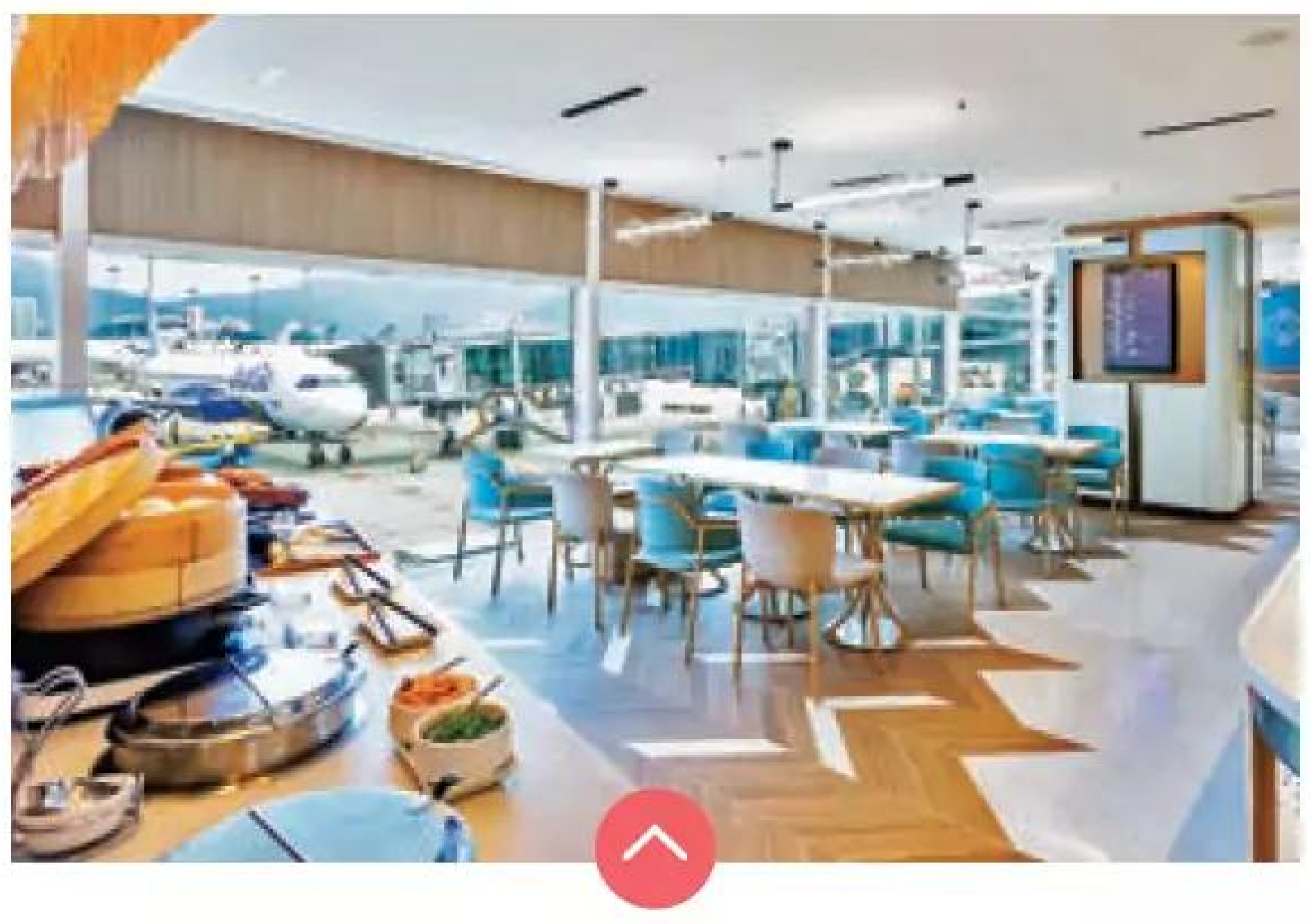


NO1 LOUNGE, LONDON HEATHROW AIRPORT TERMINAL 2

Seasonal food and premium British produce reigns supreme at the new lounge in The Queen's Terminal. Passengers will find hot and cold dishes, from pastries to salads, plus Fever-Tree tonics for a classic British G&T.

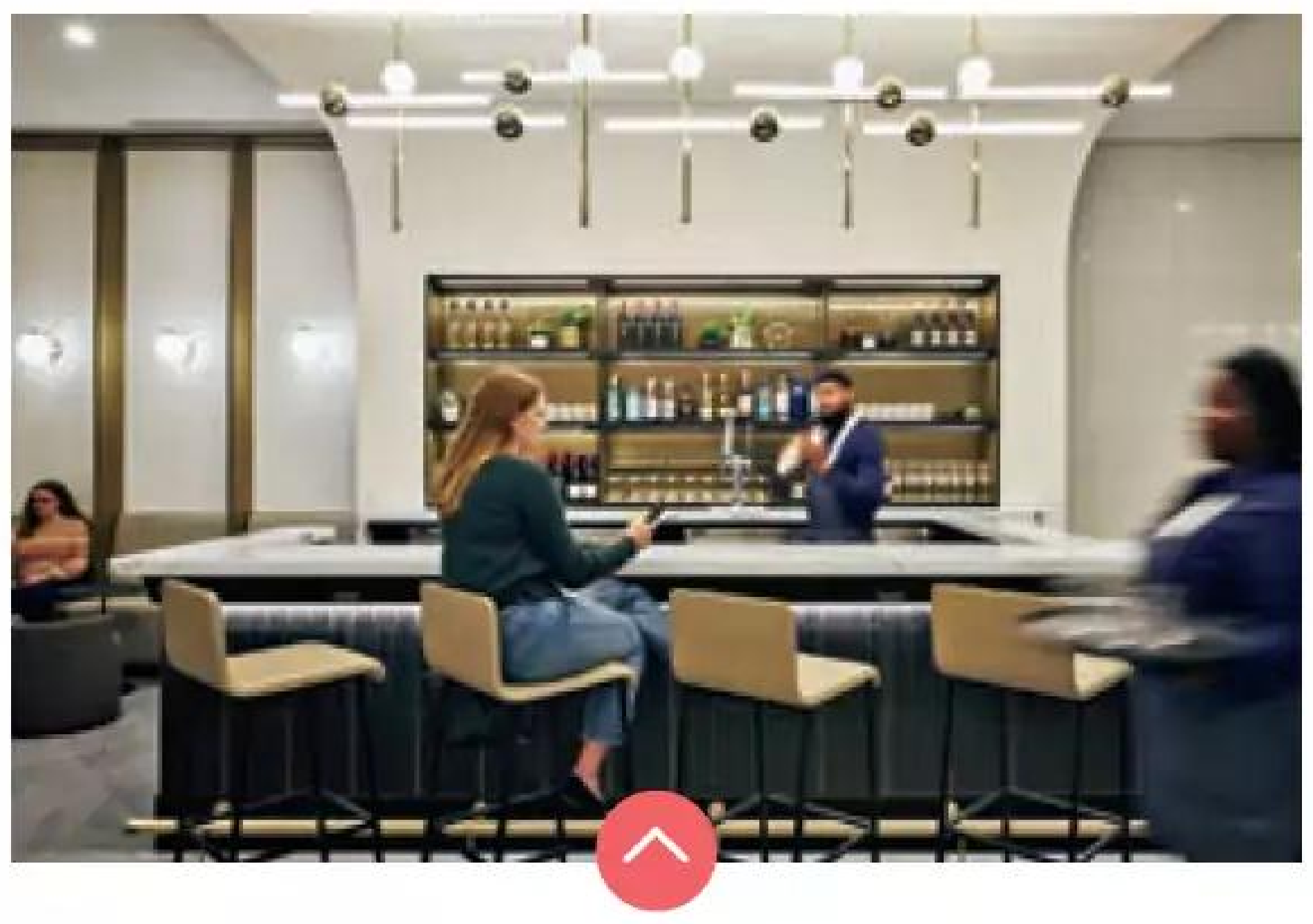
LOCAL FLAVOR

Food is an important part of travel, and airport lounges are starting to curate F&B offerings that give a sense of place



KYRA LOUNGE, HONG KONG INTERNATIONAL AIRPORT

Tuck into comforting classic Chinese congee and Cantonese dim sum, or iconic Hong Kong street food like fish *siu mai* and traditional curried fish balls. Pair your meal with the Fragrant Harbour cocktail, inspired by Hong Kong's trading port history.



THE CLUB MDW, CHICAGO MIDWAY INTERNATIONAL AIRPORT

The Club MDW celebrates local food and drink with a menu that reflects Chigago's vibrant dining scene alongside craft beers from Revolutionary Brewing and Two Brothers Brewing, plus spirits from the Chicago-based Koval Distillery.

BITE-SIZED DINING

64%

of travelers prioritize dining as part of the airport experience

61%

are interested in paying for premium food and beverage options

58%

are interested in paying extra for a full table

2%

of travelers never eat or drink at the airport

Source: Airport Dimensions Airport Experience Research 2024

WHAT TO EAT AND DRINK

PREFLIGHT NUTRITION TIPS FOR YOUR NEXT TRIP

Herbal tea

A soothing camomile or fresh peppermint tea will help you relax for your flight and avoid dehydration.

Complex carbs

Whole grains, brown rice and quinoa all offer slow-burning energy release without spiking your blood sugar—ideal for long periods of sitting.

Lean protein

Whether you go for turkey or tofu, light proteins will support energy levels and muscle function during your flight.

Fruits

Boost your immunity with vitamin C-packed oranges, and enjoy a potassium-rich banana to regulate blood pressure and ward off muscle cramps.

Healthy fats

Nuts, seeds and avocados are great at helping you stay full and easing digestion.

IMAGES ADOBE STOCK, GETTY IMAGES

Keynote

Where Innovation Meets Inspiration

CORNER OFFICE *STORY BY ENRIQUE PERRELLA*

SMART TERMINAL

How Pittsburgh International Airport CEO Christina Cassotis is leading an ambitious comeback

IN RECENT YEARS, the aviation industry has experienced positive changes as more women have moved into leadership roles. In North America, only a small number of women—just four, to be precise—lead major airports, bringing unique perspectives and innovative ideas. One of these is Christina Cassotis, whose journey from being the daughter of a Pan Am pilot to becoming the CEO of Pittsburgh International Airport (PIT) is truly inspiring.

Cassotis grew up in a household connected to aviation, influenced by her father, who moved from Pan Am to United Airlines. Living with her family in New England, she experienced the realities of airline life. Despite limited vacations due to her father's preference for staying grounded when off duty, a family trip to London when she was 10 sparked her love for travel.

Cassotis' journey into aviation leadership was anything but conventional. "I was bartending on Beacon Hill in Boston," she recalls. "It was a spot where state reps and senators would come in for lunch or drinks." There, she was offered a job at the Department of Energy Resources, before being recruited to work as the communications director for a cabinet secretary. "After six months, I moved to Massport," the owner and operator of Logan Airport in Boston. "I didn't even realize that airports had jobs like the one I was offered."

At 29 without a college degree, Cassotis went back to school while working at Massport and eventually graduated. "As the deputy director of communications, I absolutely loved it. I thought, I can't believe I get to work at an airport."

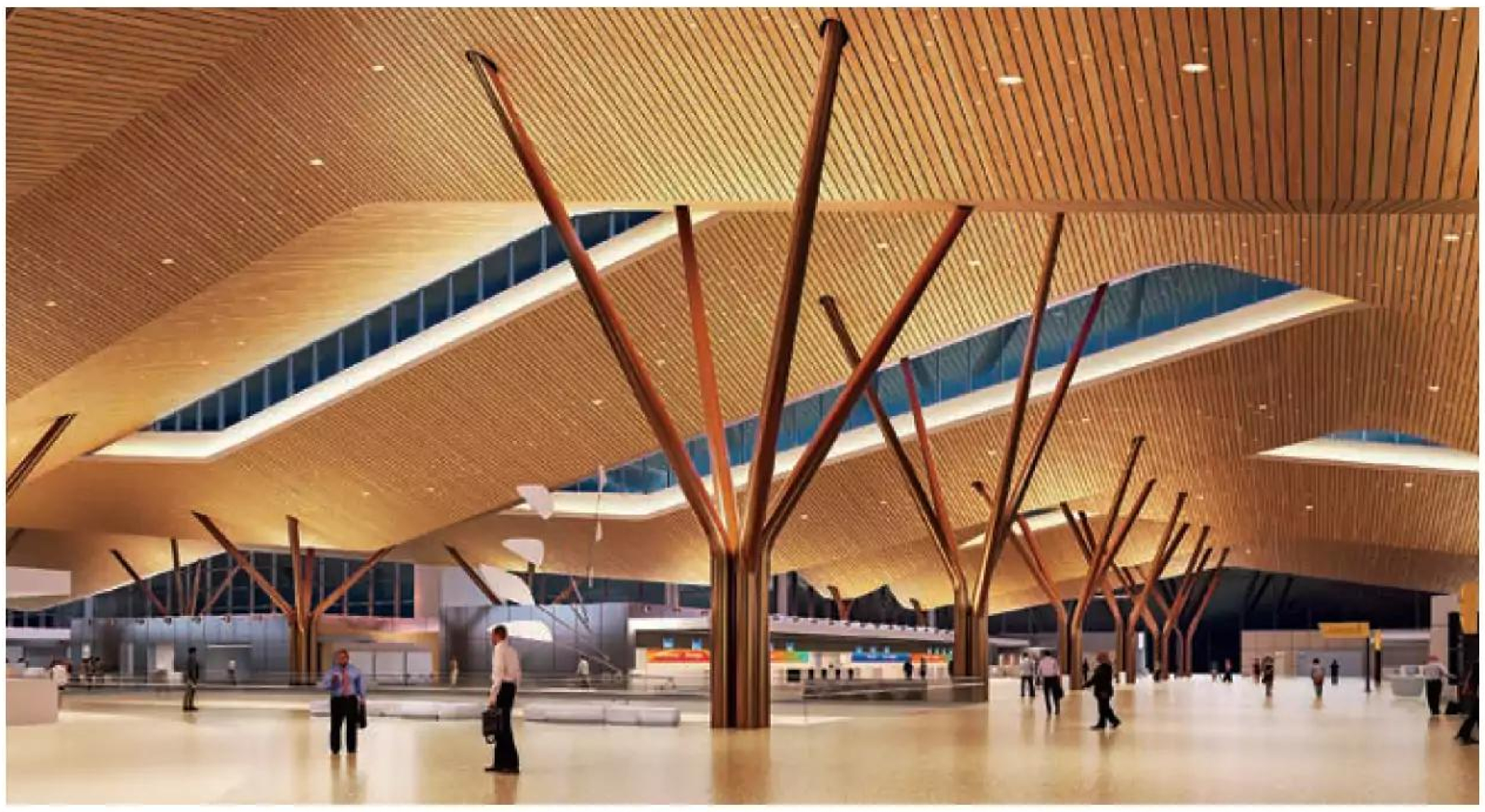
After four and a half years, she was recruited by a consulting company, where she worked and consulted for various airports for 17 years. The unpredictable nature of the industry captivated her.

Looking back on her ascent from bartending for politicians to leading an airport, Cassotis says, "Bartending teaches you people skills—how to read personalities, manage situations and think quickly. Those lessons have served me every day as a CEO."

When Cassotis joined PIT in 2015, the airport was a shadow of its former self, having lost its bustling status as a travel hub in 2004 after US Airways abandoned it, leaving empty gates and an economic void.

"I expressed my concerns during the interview process in late 2014," Cassotis says. "I told the headhunter that if the organization aimed to become a hub again, I wouldn't consider the position.

"I was very up-front about it," she continues. The world and the airline industry had changed significantly, leading her to believe that smaller markets such as Pittsburgh simply do not generate enough demand for an airline hub.



RIGHT Pittsburgh International Airport's departures hall will feature treelike columns and natural light **OPPOSITE** PIT CEO Christina Cassotis

"I prioritized that we could succeed using a different business model," she explains. "This shift in mindset didn't imply that anything was wrong. Rather, the landscape had evolved."

Cassotis asserted that PIT could achieve success as a business. She posed the question: How could PIT redefine itself without relying on a major airline hub? "Airlines serve markets, not airports," she states. "Our path to success is to operate as an origin and destination airport." Under her leadership, PIT has increased its destinations from 36 to 61. "We have every major U.S. airline except Hawaiian," she laughs. British Airways and Icelandair connect PIT to Europe, and she envisions expanding to accommodate more West Coast flights. "There's potential for more destinations in Europe and Canada," she adds, highlighting opportunities in cargo and logistics, including the development of sustainable aviation fuel on-site.

To prepare for its ambitious plan, a crucial element of the transformation at PIT is the new terminal, which is set to open this year. Often called the most beautiful airport design in North America, the terminal is intended to capture the essence of the city with locally sourced materials, eco-friendly systems and innovative architecture. "We took a user-centric approach, focusing on the needs of passengers and staff," she explains. "A key focus is on addressing issues when things go wrong. We strive to take care of people, regardless of whether it's our fault or not.

"The space itself is a beautifully designed building filled with light and high ceilings," she continues. "The interior features treelike columns and outdoor terraces, which are accessible to everyone, regardless of club membership."

Inspired by the Fort Pitt Bridge, a new connector bridge will reduce walking distances while offering stunning views of the city.

When asked about her ideal airport, Cassotis imagines terminals featuring more sensory rooms, nursing stations and enhanced services for travelers during disruptions. "I'd like to see airports prioritize people over just efficiency," she states.

This human-centered approach to leadership sets Cassotis apart, especially given her diagnosis of ADHD at age 47. "It felt like someone was unlocking something inside me, like a key turning," she shares. "Suddenly I realized there wasn't anything wrong with me."

Cassotis discovered her ability to make real-time connections and understand complex systems from multiple perspectives. "I didn't realize I could do things others couldn't," she says. "I can recognize people's strenghts and identify what holds them back."

For this, medication has helped. "If a task isn't fun or urgent, I struggle to start it. The medication enables me to initiate projects that I would otherwise find difficult."

Her story has resonated with many, and she often receives letters from people inspired by her journey. "A young man once wrote to me after his parents read my story. They told him, 'You will find your way, just like she did.' That touched me deeply."

Cassotis hopes her story encourages people, particularly individuals with ADHD, to embrace their differences and recognize their strengths. "There's nothing wrong with thinking differently," she says. "It's just different."

> "I'd like to see airports prioritize people over efficiency. That would be wonderful."

› To see the full interview with Christina, tune in to *The Business Traveler Show* on ReachTV.

GREEN ZONE

Sustainability initiatives at Pittsburgh International Airport

SAF ON-SITE

SkyClean U.S. Energy plans to build a sustainable aviation fuel (SAF) production facility at PIT, making it the first major airport in the U.S. to have on-site SAF production.

AIRSIDE GREEN

Even in the cold months, visitors can access the airport's green outdoors on the airside of the terminal, enjoying landscaped terraces and outdoor courtyards.

SOLAR, NOT COAL

PIT has developed a pioneering solar panel microgrid that uses a hybrid approach, helping to reduce electricity costs in a region that is traditionally reliant on coal for its energy supply.

IMAGES **LAURA PETRILLA; PITTSBURG INTERNATIONAL AIRPORT**

STORY BY
JAY SHETTY

HOW TO FIND INSPIRATION IN OTHERS

Why we need human connectivity in our daily lives

SIX YEARS AGO, I started my podcast, *On Purpose*, with the goal of inviting listeners into conversations and workshops that are designed to help make them happier, healthier and more healed. I've been fortunate to interview some of the most renowned experts, celebrities, thought leaders and athletes, inviting them to share a side of themselves that they never had before. My hope is that listeners will grow their mindsets, build productive and healthy habits, and become the best version of themselves.

I strongly believe that when people feel seen, heard and understood, they're able to deal with life's ups and downs with more ease and grace. I learn new insights from every single conversation, but my greater goal is to share those experiences with my listeners, hoping to ignite the same inspiration in them. Over the years, I've realized that the impact of these conversations has been even more profound than I initially anticipated.

Recently I had the opportunity to interview Bill Gates, someone I had been curious about for some time. Beyond his business accomplishments, Gates is a dedicated philanthropist who believes in the importance of giving back. As someone who also believes in the value and importance of service, I've always wanted to learn more about that. When we sat down to talk, I could easily have asked Gates about computing, but instead I wanted to learn about *him* as a person.

In our conversation, Gates shared some remarkable insights, including his view that technology has yet to improve our educational capabilities in the classroom. That was a surprising revelation, considering his role in the personal computing revolution. But his reasoning made sense: While technology helps us build skills, we still haven't figured out how it can help us build motivation. However, we can utilize computing to analyze data, explore new perspectives, and create personalized tools that help us understand our values, passions and strengths, ultimately guiding us to find our purpose.

Now, while people often think of him as a computer whiz, even he needs to set aside time for creativity. He accomplishes this by taking "think weeks," when he gets away to a place where he can find quiet and do some deep reflection. I'm a huge advocate of that, as well. In this fast-paced world, especially when you're deeply engaged in work, it can be tempting to let your days be overtaken with tasks, but it's important to pause periodically and reflect. In fact, that's where some of our most innovative ideas can come from.

A small investment of attention can reap massive benefits.

Jay Shetty is a bestselling author, award-winning podcast host of *On Purpose*, and entrepreneur. He harnessed the power of digital and audio media with his podcast in 2019. He engages in conversations with figures from Michelle Obama to Dr. Joe Dispenza, Oprah Winfrey to Kobe Bryant. His books include *8 Rules of Love*. This month, he takes his podcast on tour. Audiences can join him as he hosts engaging conversations with a surprise celebrity guest or influential leader.

What's fascinating is that we covered all of this ground—and more—in a single conversation that lasted just over an hour. The fact is, when we pursue those who interest us and follow our inspiration, a relatively small investment of time and attention can reap massive benefits. And it's not just business moguls, celebrities or other high-profile people who can ignite us. Just as easily we can gain experiences of connection, learning and growth from people all around us every day. It's not just about looking to people who already inspire you. It's about letting others inspire you, as well. I'm talking about opening yourself up to opportunities for meaningful connection, learning and growth in unexpected places. Because when we truly tune in to others, it's incredible what we can gain.

For the first time ever, I'm taking *On Purpose* on the road so that you can experience these meaningful experiences in person. This is an opportunity to step beyond the screen and meet the amazing community that has been part of this journey. This tour is a chance to take what we've built digitally and experience it in a way that's personal, transformative and truly unforgettable. I hope to see you there.

IMAGES **JOSH TELLES; ADOBE STOCK**

St. Jude patient **Mateo**,
picured with his mom
fund
more
cures

You can't buy happiness, but as a St. Jude supporter, you can help fund it. You can fund cutting-edge research that leads to more innovative treatments. You can help drive the discoveries that result in more breakthroughs. And you can help create more pioneering therapies in the lab and clean scans in the clinic. Help transform the landscape of pediatric healthcare and fund happiness for kids around the world.

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STORY BY
JAKE JONES

IS THIS AVIATION'S BEST PERK?

Fly free between two cities with this innovative offer

ONE OF MY favorite benefits in the points and miles world is United's Excursionist Perk, which allows MileagePlus members to add a free one-way ticket on certain round-trip itineraries booked with United miles. The airline has 17 designated regions around the world that group together various countries that fall within similar geographic areas. In the context of the Excursionist Perk, if you book a round-trip ticket with your miles that starts and ends in the same region, you can tack on an extra one-way flight to your itinerary within a different region for a cost of zero miles.

A simple example of taking advantage of United's flight perks is booking a round-trip flight between the U.S. and Europe, which are considered two different regions. For instance, I can create a flight itinerary that involves traveling from Chicago to London, then from London to Munich, and finally back to Chicago. In this case, the flight segment from London to Munich would be free because I am starting and ending in the same region (USA & Canada), while my free segment occurs within a different region (Europe).

To access this benefit, all you need to do is perform a multicity search on United's website, listing your three flight segments in chronological order. The second flight segment will then automatically appear at a cost of zero miles.

This unique perk still remains relatively under the radar within the industry.

Monday, May 22
2:27
UNITED
UA 2735
NHCN22
ON TIME
Boarding in 37 min, 36 sec
ORD 3:55 pm
5:24 pm DEN
Gate C23, Terminal 1, Concourse C
Inbound plane arrived

The United Airlines mobile app for iOS offers live notifications throughout the entire travel journey

The great thing about this perk is that its parameters are quite flexible, which means creative minds can put together some clever itineraries. There are only four rules that need to be followed to trigger this perk:

- **Your trip starts and ends in the same region**
- **Your free flight segment must occur within a different region than your origin region**
- **Your free flight segment must also start and end in the same region**
- **Your free flight segment must be in the same or lower cabin class than your other segments in the itinerary**

In our previous example, I could travel from Chicago to London, then from London to Munich, and finally from Munich to New York. This itinerary would still qualify for the free European flight segment because both Chicago and New York are within the same United-defined region.

It's important to note that the round-trip itinerary does not need to start and end in the same city, but rather within the same region.

Of course, you don't have to start and end in the U.S., nor do any flight segments have to be flown on United. You can fly from Frankfurt to Bangkok (Thai Airways), Bangkok to Singapore (Singapore Airlines), and Singapore to London (Singapore Airlines), and the second leg will still cost you zero miles.

If you have an itinerary with more than three legs, you can still trigger the perk, but it would only apply for the leg that starts and ends in a different region than the origin. For example, in the itinerary of London to Frankfurt, Frankfurt to Cape Town, Cape Town to Johannesburg, and Johannesburg to Munich, the third leg would be free.

If you really want to get adventurous with your travel plans, consider incorporating some open-jaw segments into your itineraries. For example, you could fly from Los Angeles to Tokyo, then from Hong Kong to Singapore, and finally from Singapore to San Francisco. This would allow you to enjoy the perk of a free flight from Hong Kong to Singapore. However, you would need to arrange your own travel from Tokyo to Hong Kong outside of this booked itinerary. Just keep in mind that the free flight must occur in a different region from the starting point to meet the necessary requirements.

If you ever find yourself with a stash of United miles, consider utilizing them to take advantage of this unique perk that still remains relatively under the radar within the industry.

Savvy customers who plan on seeing multiple cities in one trip can use it to unlock incredible value by saving hundreds of dollars (not to mention thousands of miles) in flight costs. Plus, who doesn't like finding yet another excuse to visit a new destination?

To see more of Jake's insights, tune in to *The Business Traveler Show* on ReachTV.

IMAGES **UNITED AIRLINES**

THE GREATEST CHALLENGES OF OUR TIME

THROUGH THE EYES OF THE GLOBAL HERO WHO CHANGED THE COURSE OF HISTORY

HISTORIC EVENT

AN EVENING WITH PRESIDENT

LECH WALESA

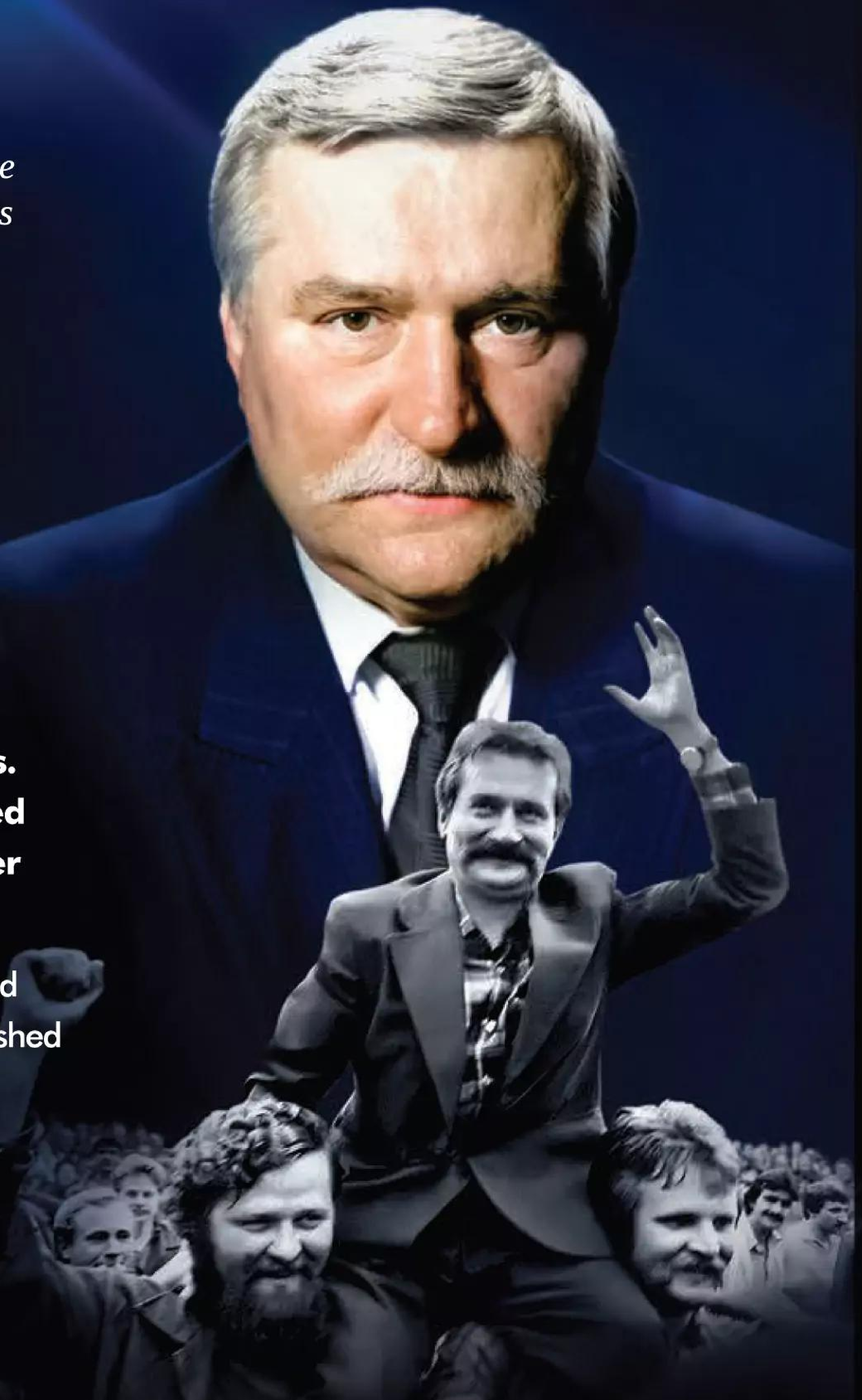
NOBEL PEACE PRIZE WINNER AND FORMER PRESIDENT OF POLAND

USA & CANADA GRAND LECTURE TOUR | AUGUST 31 – OCTOBER 30, 2025

> “***We, the people,***
> *live in challenging times and face a turning point in history. On this lecture tour, I will reflect on our past, confront our present and offer ideas for a better future. Join me for this historic conversation. Together, we can create the change we need.*
>
> — **Lech Walesa**

Meet the man who defended freedom and became one of the world’s greatest leaders. His courage and vision inspired millions to believe that a better world is possible.

Now, Lech Walesa, the living legend who defeated communism and pushed the world toward democracy, will take you behind the scenes of one of history’s greatest turning points – and into the future we must build together.



Aug 31	Los Angeles, CA
Sep 2	Phoenix, AZ
Sep 4	San Diego, CA
Sep 6	Oakland, CA
Sep 8	Seattle, WA
Sep 12	Denver, CO
Sep 14	Houston, TX
Sep 18	Austin, TX
Sep 20	Dallas, TX
Sep 22	Atlanta, GA
Sep 24	Columbus, OH
Sep 26	Pittsburgh, PA
Sep 27	Baltimore, MD
Sep 28	Cleveland, OH
Sep 30	Minneapolis, MN
Oct 2	St. Louis, MO
Oct 4	Chicago, IL
Oct 5	Milwaukee, WI
Oct 9	Miami, FL
Oct 11	Orlando, FL
Oct 13	Boston, MA
Oct 15	Charlotte, NC
Oct 17	Philadelphia, PA
Oct 18	New York, NY
Oct 24	Montreal, QC 🇨🇦
Oct 25	Toronto, ON 🇨🇦
Oct 26	Detroit, MI
Oct 30	Vancouver, BC 🇨🇦

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Bright Ideas

Destinations and trends influencing the culture

EXTRA DAY

Dubrovnik

Croatia

STORY BY **KYLE BEECHEY**

AFTER A RECORD-breaking 2024 with more than 21.3 million visitors, Croatia is solidifying itself as one of Europe's top destinations. A perfect entry point into the country is Dubrovnik, located between Mount Srđ and the shimmering blue Adriatic Sea. A UNESCO World Heritage Site, it's a place with a rich history, dating back to the seventh century. Known for its romantic Old Town, pristine beaches and, in recent years, its link to HBO's *Game of Thrones*, it's not dauntingly large, with easy walkability. Featuring mild temperatures, May is the perfect time to visit to discover the city's hidden gems and main attractions. Sample these sights before the busy season.

IMAGES **ADOBE STOCK**

→

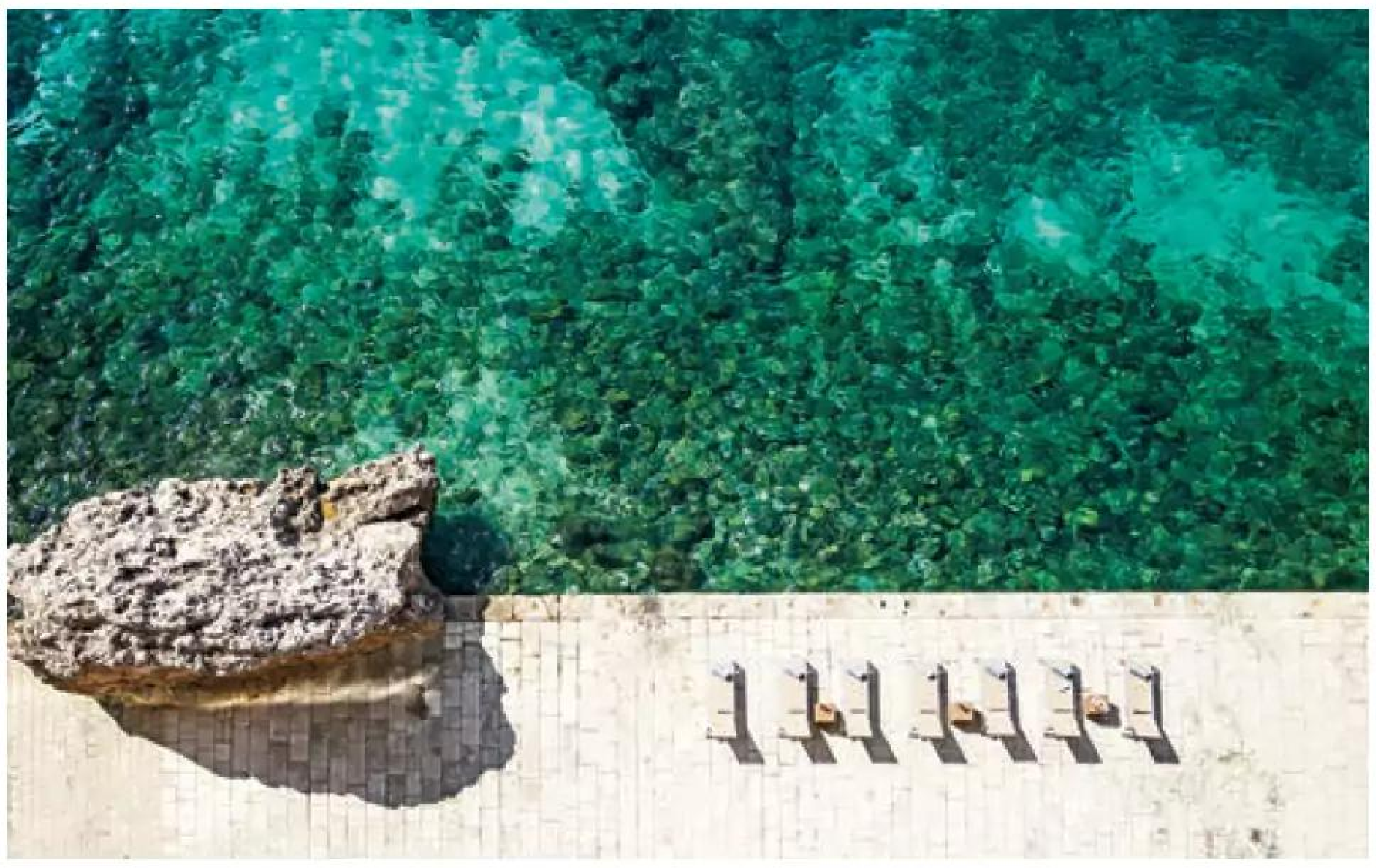
Continued from previous page

Hotel Excelsior Dubrovnik
Located on the coast, this landmark is part of Adriatic Luxury Hotels, known for sweeping sea views, sleek interiors and welcoming service. Three restaurants—ranging from fine dining to buffet-style breakfasts—and a busy piano bar all feature waterfront views. Be sure to check out the spa, equipped with an indoor pool and sauna.
adriaticluxuryhotels.com

Old Town
Game of Thrones fans will recognize this district as the location for King's Landing. Be sure to visit the St. Blaise Church and Sponza and Rector's palaces to view some of the spectacular architecture. For a quick bite or coffee Café Festival is open all day, with live music from 7 p.m. to midnight. Look to Maria, a Croatian-owned boutique, to indulge in shopping featuring major international labels such as Loewe, Celine and Balenciaga.

Beaches
Croatia is known for its beaches, and the easiest one to get to is Banje Beach. Amenities include restaurants, bars and loungers, and at sundown it transforms into a nightclub with dancing and live music. You can also visit Sveti Jakov for a more local, often less crowded experience. Accessible by foot, about a half hour from Old Town, it offers desirable swimming and shimmering views.
banjebeach.com

Restaurant 360
Dubrovnik's seaside location makes it a great place for pescatarian delicacies. For a Michelin-starred experience try Restaurant 360, helmed by city native Marijo Curić. Opt for the five-course tasting menu, with chef Curić putting a modern spin on Dalmatian classics such as *peškafondo*, fried calamari. For a night cap, make your way to D'vino Wine Bar.
360dubrovnik.com



FROM TOP
Banje Beach;
Hotel Excelsior
Dubrovnik;
Maria boutique

3 DUBROVNIK BUSINESSES

Franck

This coffee company, founded more than 130 years ago, has now expanded to include spices and other pantry ingredients. You'll find it in cafés countrywide.

Dorina
LJEŠNJAK

Kras

Known for a range of beloved chocolate confections such as the praline Bajadera and the bite-sized cookie Domaćica, Kras has been a staple in the country for more than a century.

SINCE 1959
VEGETA
ORIGINAL

Vegeta

This savory seasoning blend made from high-quality vegetables and spices is produced by Podravka, one of the largest food manufacturers in the region.

IMAGES ADOBE STOCK; ADRIATIC LUXURY HOTELS (HOTEL EXCELSIOR); MARIA PRESS; FRANCK; KRAS; COURTESY OF PODRAVKA INC

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MATCHMAKING

BLANC PAGE

Top Style

How Marc-Antoine Barrois has perfected the men’s white shirt

THE STAFF AT Marc-Antoine Barrois’ Paris boutique are some of the best dressed individuals in the city, each wearing a black version of his scarf-neck, bow-tied La Versailles shirt. It’s a unisex, chic look, channeling something of classic YSL with the intellectual irreverence of Yohji Yamamoto. All très Barrois.

When Barrois, an alumnus of couturier Dominique Sirop as well as Hermès, opened his boutique on Rue du Faubourg Saint-Honoré in 2024, it was a space to combine the men’s handmade couture produced under his own name since 2009 with the range of fragrances that launched in 2016 in partnership with Quentin Bisch. The fragrances have taken off in a major way in the last two years—currently stocked at Bergdorf Goodman in New York and Harrods in London, where his recently launched Tilia was a summertime bestseller.

On the racks in the new store: Barrois’ first range of ready-to-wear—12 distinctive white shirts, in cuts that range from avant-garde, reminiscent of his old boss at Hermès, Jean Paul Gaultier, to classic with a twist, in a variety of lengths and pocket and button details. “A white shirt is an essential part of a man’s wardrobe,” he tells me. “It’s like the little black dress for women. It’s always been part of my uniform, and I had often made bespoke shirts for men to go with the tuxedos they had commissioned, because they wanted something specific for their shape. But because of the way I was working by hand, using cotton glacé thread for precision, each piece took so long it cost over $1,300. I have always wanted to be able to dress a more diverse clientele, which is why my

STORY BY
MARK C. O'FLAHERTY

tuxedos are $11,000 compared to $65,000 at Dior. Hence the move into ready-to-wear, and shirts that are between $400 and $650. But there is no compromise in the quality—I started out as a textile engineer, and I use only the finest white poplin."

Many men obsess over finding the perfect white shirt, from myriad options at Brooks Brothers to the bespoke offerings at Budd in London's Mayfair and Charvet in Paris. Some men prefer shirts with an element of stretch to the textile—common at fashion-forward brands such as McQueen and Prada—but Barrois is a purist. "Some of my customers have asked me for things with a touch of Lycra, as they think it gives a better fit, but it's actually the opposite. A fitted shirt isn't something that should be tight on your skin. It needs to live 'around' your body. And some of my cuts are complicated and can't be done in anything other than 100-percent cotton."

Many of Barrois' clients for his fragrances and clothing are women, having discovered him through partners or friends who are existing clients. "Most of the ready-to-wear shirts are unisex," he says. "I do see the white shirt as inherently masculine, but then trousers are historically gendered, too, and you can't say that about them now." Of course Gaultier, whom Barrois worked with at Hermès, has been immeasurably influential via his gender gaming with garments. Barrois learned a lot from their shared time at the maison. "Dominique Sirop taught me how couture is about humility and adapting to the client," he says, "then Jean Paul taught me that everything should be fun. He has the approach of a kid, everything is playful. Working at Hermès also exposed me to the finest materials, and craftsmanship at a level close to the best haute couture atelier."

Barrois has been an insider name in Paris circles for some time now, but the word is out and spreading, largely due to the popularity of his fragrances. They are, as is often the way in fashion, an entry level for the rarefied couture that inhabits another world. He is a huge opera fan, and a lot of his networking has been at opening nights at the Palais Garnier, where he socializes with existing clients wearing his work as well as potential new ones. But now with the ready-to-wear shirts, there's a middle ground where casual browsers can discover and engage. Fundamentally he wants to remain authentic, independent, with none of the door policies and faux exclusivity that his neighbors enforce. "I don't fit a stereotype," he says. "I've never been a hipster brand, or cool. It's important to me to welcome everyone who comes to the store. You don't know their story on first sight. We had one guy come in wearing a jogging suit. He spent $11,000 on a suit to wear to the opera, and I see him all the time in it. It's important for him to dress well for those evenings, and he doesn't care the rest of the time, even though he is worth millions. If a client asks me for something, I do my best for them." Which might, in the coming months and years, include ordering the black version of his La Versailles shirt at his store, without having to submit a CV to work there.

CLOCKWISE FROM TOP Designer Marc-Antoine Barrois; La Biarritz shirt, featuring a loose fit and tightened bottom; La Paris shirt, a timeless model with a straight cut

"A white shirt is an essential part of a man's wardrobe."

IMAGES MARC-ANTOINE BARROI

SCENT-SATIONAL

ALDEBARAN
BARROIS

Aldebaran

Barrois' latest fragrance collaboration with Quentin Bisch features notes of saffron, immortelle and leather. It debuted during April's Milan Design Week.

B683
EXTRAIT
BARROIS

B683

Barrois' debut fragrance, launched in 2016, is an homage to Saint-Exupéry's *Petit Prince*, with notes from black pepper to violet leaves to sandalwood.

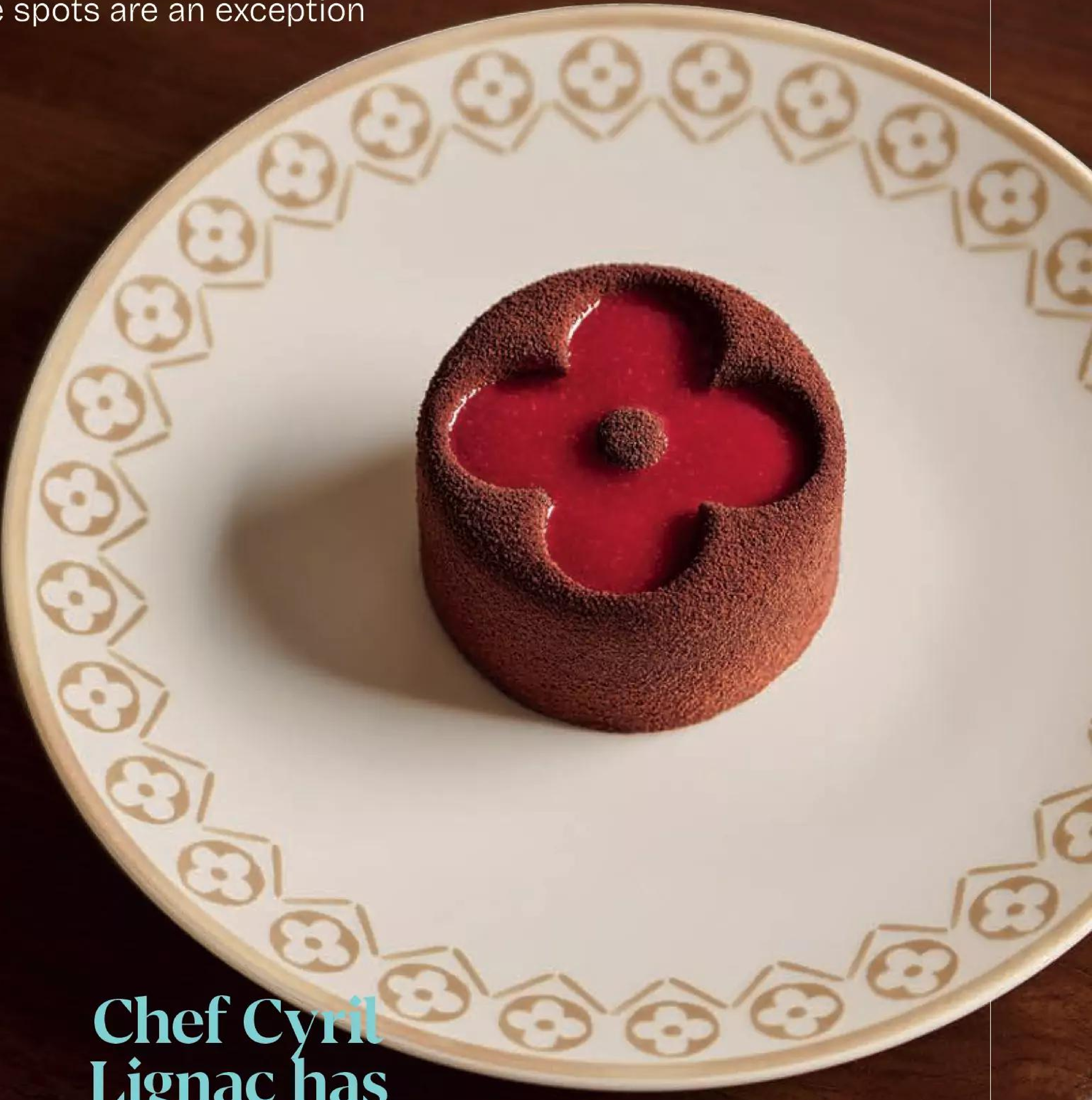
TILIA
BARROIS

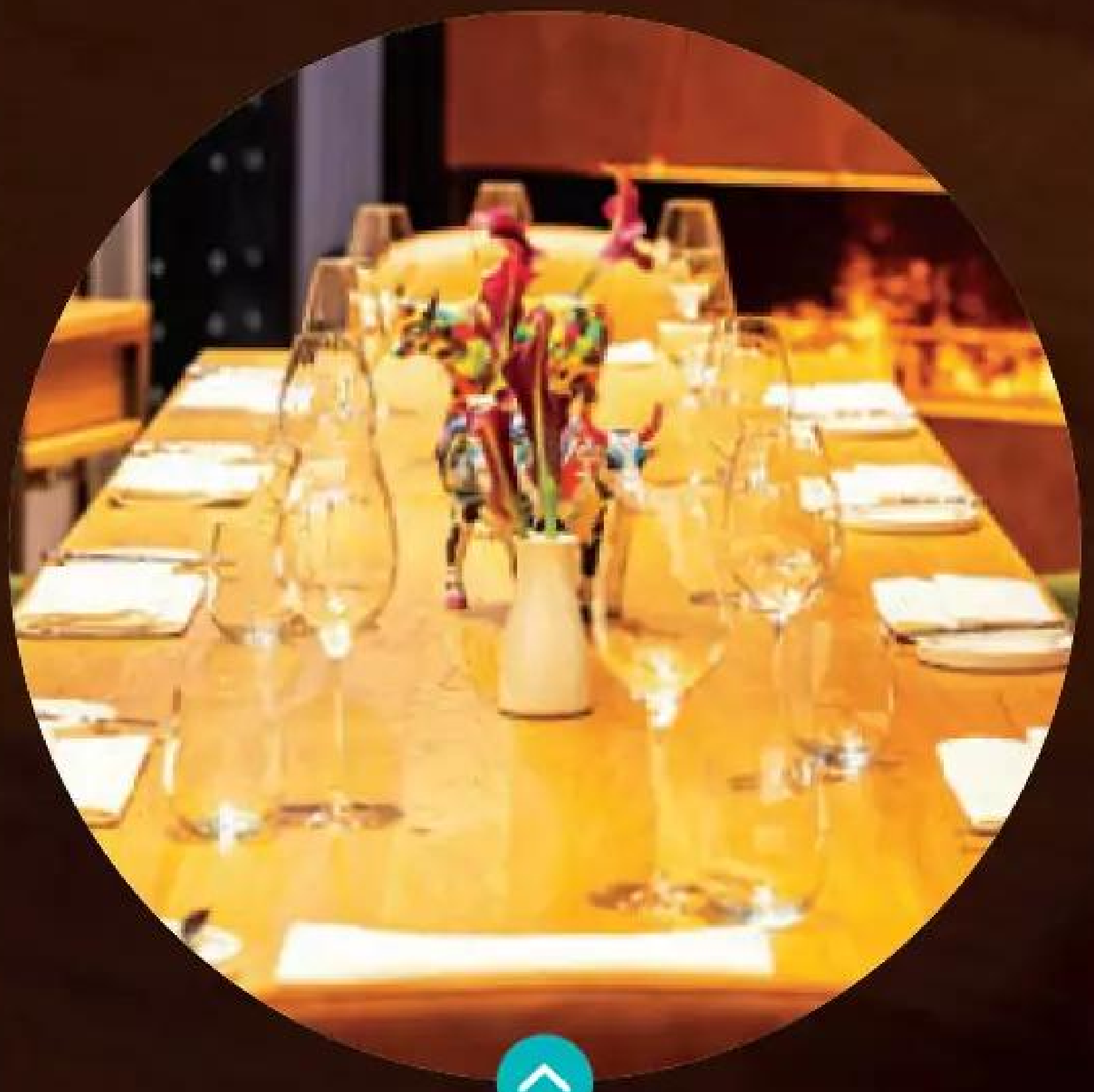
Tilia

Evoking an "everlasting summer," this 2024 fragrance combines apricot, heliotrope, jasmine sambac and vetiver.

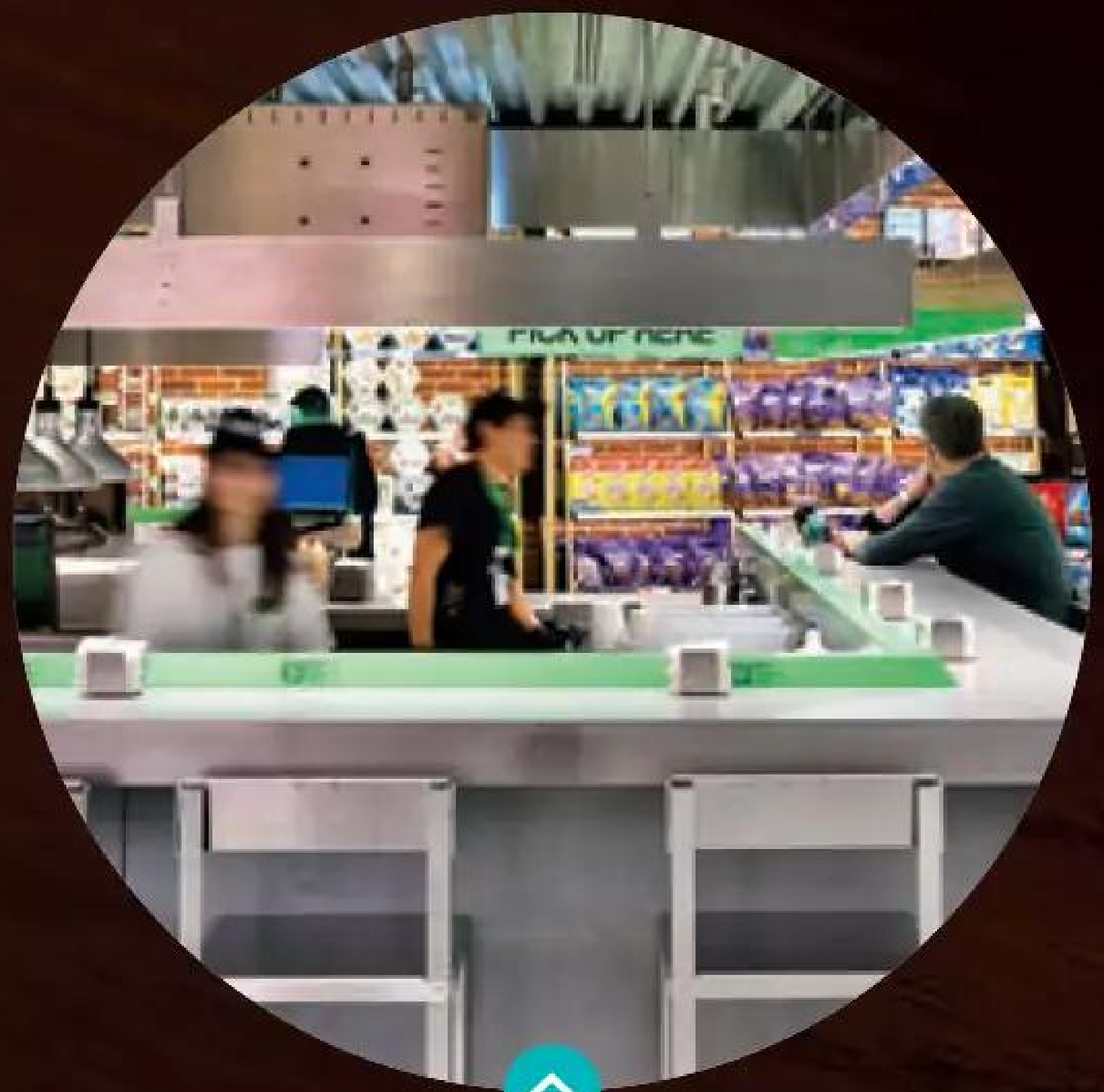
Three of Europe's Best Airport Restaurants

Travelers don't usually associate airport terminals with fine dining, but these three spots are an exception





MOUNTAIN HUB GOURMET, MUNICH
Munich is the world's only airport with a Michelin-starred restaurant, located at the Hilton hotel between terminals 1 and 2. Mountain Hub Gourmet's four- or six-course tasting menus celebrate local Bavarian produce wherever possible, while business lunches include the likes of venison with pumpkin and radicchio or decadent egg-yolk ravioli with Parmesan.



HUNGRY CLUB, MADRID–BARAJAS
Dabiz Muñoz is an award-winning chef with Michelin stars across his restaurants, so Hungry Club promises much more refinement than its name might suggest. Globally inspired dishes include *laksa* and ramen, pizza with kimchi, and his famed signature Pedroche cheesecake. There are five Hungry Club outlets across Spain, with three more to come.

> Chef Cyril Lignac has teamed up with Louis Vuitton for an intimate café housed in a futuristic pavilion.

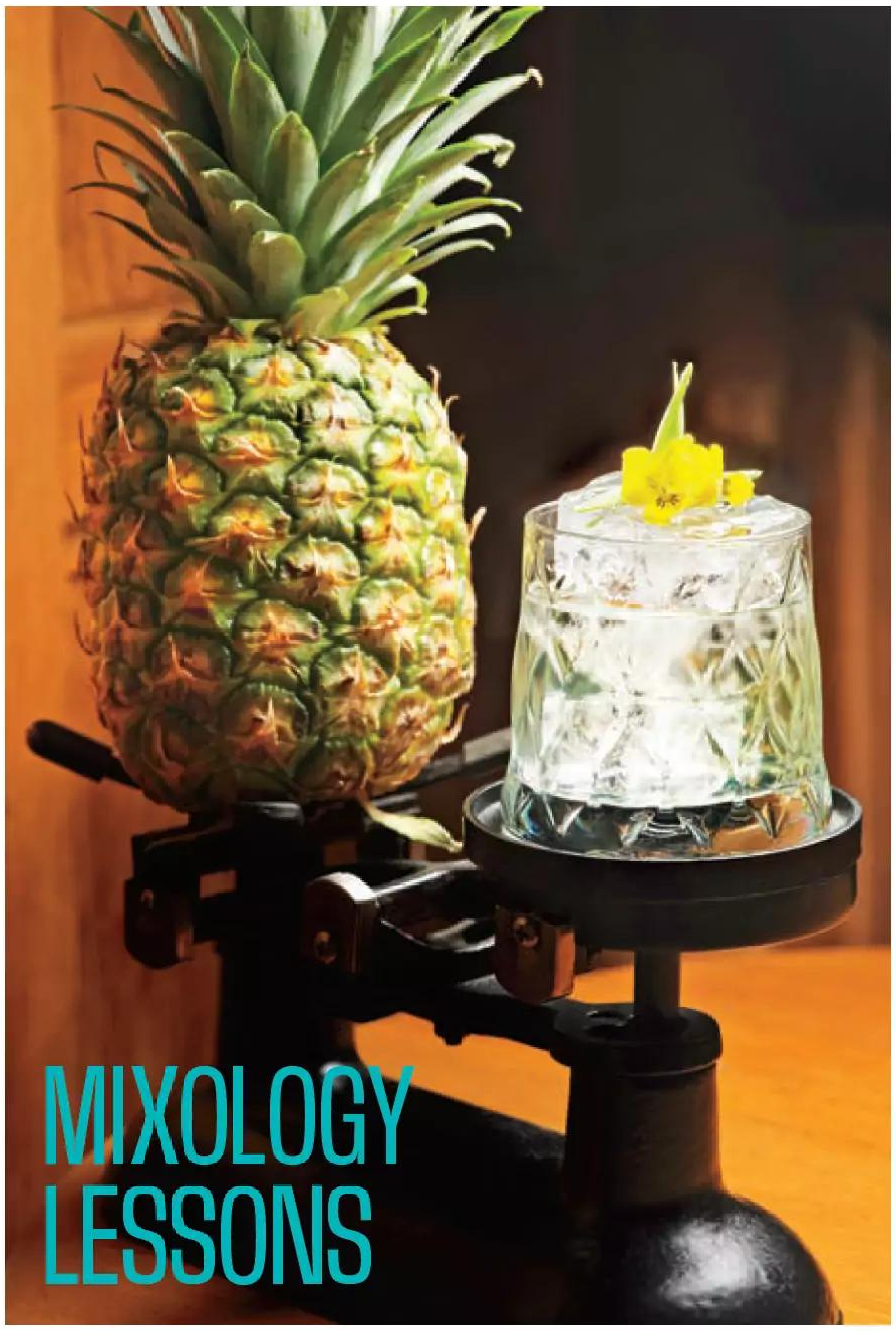
LE CAFÉ CYRIL LIGNAC AT LOUIS VUITTON, LONDON HEATHROW
Parisian chef Cyril Lignac has teamed up with the legendary fashion brand's store at Heathrow Terminal 2 for an intimate café housed in a sleek and futuristic pavilion. Indulge in a classic croque monsieur or lobster roll, before treating yourself to an Eton mess or lavish Louis Vuitton-branded pastry.

STORY BY
CHRIS DWYER

MIXOLOGY LESSONS

THE CLUBS OF 19th-century London had something of a reputation as all-male bastions of privilege, but one reincarnation has seen them become far more inclusive—and spread far beyond the British capital. The award-winning cocktail bar Punch Room can be found in Edition hotels in London, Barcelona, Madrid, Shanghai, Tokyo, Singapore, Rome and Tampa.

Interiors feature dark leather club chairs, funked-up soundtracks and stellar cocktail lists with libations including a Milk Punch crafted from ingredients such as Hennessy cognac, Planteray 3 Stars rum and cider brandy. All the extra details are revealed in Punch Room's new *The Recipe Book*, which chronicles how to make your own versions of its classics and new creations from the bar manager, Anthony Callegari. There are also fool-proof step-by-step guides for those challenged in the culinary arts.



LEFT Milk Punch at the London Edition

GOURMET GALLERY

GIORGIO LOCATELLI WAS a celebrity chef long before they became ubiquitous—and regular diners despaired at the closure of his restaurant Locanda Locatelli in Marylebone at the start of the year after 23 years in business. Happily, however, alongside his wife, Plaxy, and partners Searcys, he is opening a new Locatelli restaurant and separate espresso bar on May 10 in the newly renovated Sainsbury Wing of The National Gallery in London. The 80-seat restaurant on the mezzanine level promises more of the unfussy but beautifully executed regional Italian cooking that has defined him—from primi such as braised veal ravioli with parsley gremolata and Parmigiano Reggiano sauce to classics like roast chicken *alla cacciatora* and polenta. The wine and drinks menu is entirely Italian, while the ground floor's Bar Giorgio promises some of Central London's most authentic Italian coffee, sandwiches and both sweet and savory Roman brioche-style buns.

CHEERS AT ALTITUDE

ANNIVERSARIES ARE ALWAYS the perfect excuse to raise a glass. Two airlines celebrating significant milestones this year are serving up special pours onboard. Air New Zealand is marking its 85th birthday by launching wine label **Thirteen Forty Five**, paying homage to the distance covered on its inaugural flight from Auckland to Sydney in 1940.

The carrier has worked with wine producer Villa Maria to craft the new offering, which will be served in domestic Air NZ lounges and also in premium economy cabins on international routes. Vineyards in Marlborough's Awatere Valley provided the sauvignon blanc grapes, promising passion fruit and lemongrass on the nose, while the pinot noir from the Wairau Valley has notes of cherry and plum.

This year also marks Delta's centennial. The airline's partnership with family-owned champagne house **Maison Taittinger** will see it serve Taittinger Brut La Francaise champagne from the bar cart in Delta One and as a premeal tipple. Expect peach and vanilla aromas from the pale gold pour, before a touch of honey on the palate.

IMAGES **COURTESY OF AVOLTA; COURTESY OF EDITION HOTELS; THE NATIONAL GALLERY LONDON**

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IT'S WITH
WHOM YOU
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STORY BY
ELLEN CARPENTER

FROM TOP Washington Monument; Reagan National Airport

TRAVEL

Washington, D.C.

The nation's capital offers the perfect combination of business and leisure

WASHINGTON, D.C., IS an ideal place to add a little culture to your work trip, whether it's visiting one of the 17 museums and galleries comprising the Smithsonian Institution or experiencing a truly global dining scene. The District packs quite a punch into its 68 square miles, and that unbridled vitality extends through the larger metro area, which includes parts of Virginia and Maryland. Politics may dominate the headlines, but this is a place where business happens, home to heavy hitters such as Marriott, Boeing, Capital One and Geico. No matter what brings you to D.C., you'll find plenty of reasons to stay even longer.

The Airports

The District is home to two major aviation hubs: Dulles International (IAD), 26 miles west of the city, and Reagan National (DCA), located just five miles from downtown. In 2024, a combined total of 53.54 million passengers flew through the airports, with both IAD (27.25 million) and DCA (26.29) breaking their records for passenger traffic. Dulles is expected to serve more than 139 routes this year, with about 70 percent of flights operated by United Airlines, which has announced three new international routes—to Dakar, Senegal; Nice, France; and Venice, Italy. The airline is also investing more than $500 million in a new Concourse E (set to open in late 2026) which will accommodate 14 new gates and a new United Club. DCA serves 107 different airports across 41 states and Puerto Rico, and American Airlines (AA) operates 53 percent of flights. Four new routes were added this year, including AA's service to San Antonio and Alaska Airlines' service to San Diego.

Business Hotels

After taking over the Mandarin Oriental on the southwest waterfront in 2022, Salamander—the first D.C. property from entrepreneur and BET cofounder Sheila Johnson—unveiled a multimillion-dollar transformation last year, including a two-story spa and elegantly redesigned rooms. In September the hotel welcomed Dōgon, an Afro-Caribbean restaurant from James Beard Award-winning chef Kwame Onwuachi that's now one of the hottest tables in town. Those wishing to be closer to Embassy Row should check into The Dupont Circle hotel, a favorite

→

of visiting dignitaries and U.N. ambassadors. Book one of the ninth-floor Luxury Terrace Suites and enjoy views of the National Cathedral from your private balcony.

Power Meals

Before settling down to dinner, remember that deals in D.C. happen over drinks. For a bit of history with your dry martini, dip into Off the Record, the dimly lit basement bar at The Hay-Adams hotel across the street from The White House, where political caricatures (Jimmy Carter, Ruth Bader Ginsburg) line the walls and adorn the coasters. From here head to Albi in Navy Yard, where Michael Rafidi—who won the 2024 James Beard Award for Outstanding Chef—is serving up inventive Levantine cuisine, much of it cooked over an open fire. For ice-cold oysters, rare steaks and politico spotting, meanwhile, there's The Occidental, newly reimagined by restaurateur Stephen Starr, and The Palm in Dupont Circle—both D.C. institutions for a reason.

Remember that deals in D.C. happen over drinks.

BELOW Kogod Courtyard at the Smithsonian American Art Museum; various dishes at Dōgon at the Salamander hotel

Conference Centers and Venues

The obvious location for a convention or large event is the LEED Platinum-certified Walter E. Washington Convention Center, which has 2.3 million square feet of space spread over two levels in the heart of downtown. But D.C. also famously hosts meetings and events at some of its most iconic locations. Invite 1,200 people for a reception at the Library of Congress' Beaux Arts-style Great Hall; organize a dinner for 300 at the Elephant Community Center at the Smithsonian's National Zoo; or give your company's presentation under the undulating glass ceiling of the Kogod Courtyard, connected to the National Portrait Gallery and the Smithsonian American Art Museum. There are also plenty of convention-focused hotels, such as the JW Marriott, which has over 37,000 square feet of event space, and the Washington Hilton, whose 29,700-square-foot International Ballroom has hosted everything from the White House Correspondents' Association Dinner to a Jimi Hendrix concert.

IMAGES ADOBE STOCK; © TONY POWELL, NATIONAL PORTRAIT GALLERY STOCK PHOTOGRAPHY, JULY 24, 2019; SCOTT SUCHMAN

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DISCOVER
LONG
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2025 RYDER CUP

STORY BY **STEPHANIE VERMILLION**
ILLUSTRATION BY **BRYCE WYMER**

GARDEN VARIETY

Flower Power

How resorts are harnessing the healing properties of native blooms

TODAY'S WELLNESS SEEKERS don't stop at smelling the roses. They drink tea made from the plant and swear by rose-infused water to improve skin tone and minimize sun damage—then head back to the garden to harvest more healing blossoms.

Around the world, guides are helping travelers reap the benefits of native blooms. I was lucky to learn all about this field during a "wildcrafting" class with a natural herbalist in Canada's spruce-dotted Yukon territory.

For more than a decade, Jacqueline Clancy, a gardener and educator in Dawson City, has taught the art of wildcrafting to locals and travelers. The practice is part foraging, part healing. Wildcrafters collect plants to make tinctures and essential oils that offer multiple benefits, from minimizing scarring to curbing headaches. During my visit, we made a salve from one of the most common yet underappreciated flowers, the dandelion.

These yellow plants may be considered weeds in suburbia, but cultures around the world have long sought them for their vitamin-rich roots and petals. Dandelions can be cooked or consumed raw (within moderation). They can even be used in jellies, wines and teas. "Nature wants to feed and heal us," Clancy told me as I crushed dried leaves for my dandelion salve, which also incorporated natural ingredients such as coconut oil, beeswax and plantain leaf.

The four-ingredient potion can heal burns, cuts, scrapes and chapped skin. The salve got me through a long, frigid winter of cracked cuticles and dry heat.

One day of wildcrafting left me wondering what other powers my favorite flowers hold. A lot, it turns out. Take the showy hibiscus plant. Consuming the flower can help reduce blood pressure and cholesterol. Fragrant lavender is another natural healer. The scent alone can foster calm, improve sleep and mend anxiety. As an oil, lavender may also help reduce hair loss and treat acne. Roses, a late-spring staple, can aid upset stomachs, sore throats and colds.

Clancy says it's critical to know which flower you're harvesting. That's why plant-identification 101 was the first part of my wildcrafting course. Flowers, even common species like the dandelion, can deceive you. "We all know what a dandelion is," she said. "But I bet you didn't know there's a false one."

One way to be sure you're using flowers safely? Turn to the experts, which is easy as resorts across the globe have myriad ways to use florals for well-being.

Champaka massage oil at The Apurva Kempinski, Bali, Indonesia

The **Conrad Orlando**'s spa treats guests with aromatic flower bathing, a ritual that blends Floridian blossoms with a fragrant bath, complete with a flower-infused sheet mask. The spa also features a massage that blends healing bodywork with aura cleansing and a flower-essence acupressure treatment.

Blossom haven Hawaii is another great place. The state is home to an estimated 1,200 native flowering plants, and wellness destinations such as the Kilolani Spa at the **Grand Wailea**, a Waldorf Astoria resort on the island of Maui, provide immersive plant treatments. In the property's hydrotherapy garden, guests rejuvenate through hot-cold water sessions while finding peace and serenity in a colorful, bloom-abundant setting. The spa's marine flower peptide facial takes floral therapy a step further, with potent botanical peptides and algae extracts that support collagen production and improve the appearance of fine lines.

It's hard to top the bounty of buds and blossoms in Bali. The spa at **The Apurva Kempinski**, a five-star luxury resort in Nusa Dua, incorporates flowers throughout the wellness experience, with oils infused with native plants like the *champaka* flower, which has been used for centuries to enhance energy. The property's flower bath ritual is also steeped in Javanese tradition. Its fresh aromas are designed to cleanse the soul, while the sea views refresh the mind.

And those who want to experiment with wildcrafting can either head up to Dawson City to join Clancy's hands-on workshop, or head over to **Alila Ventana Big Sur** in Coastal California. The latter runs apothecary tours beneath the region's dramatic redwoods. During the outings, experts help travelers forage native plants, then use their nutrient-rich finds to create healing souvenirs such as salves and lotion bars so they can continue the floral healing back home.

OTHER HEALING FLOWERS

Chamomile

The flower, commonly known as a soothing tea flavor, contains anxiety-reducing properties. It's a homeopathic option for treating cold symptoms and insomnia.

Marigiold

Packed with antioxidants like lutein and zeaxanthin, it can reduce risks associated with chronic diseases. Its antibacterial properties can also help heal wounds.

Pansy

More than just a popular choice to zhuzh a culinary dish, the edible flower has myriad benefits. It's found in skincare products like clay masks and creams.

IMAGES **ADOBE STOCK**

SPRING MUST-VISITS

Florida Nights, French Days

An international list of stylish spots

Pier Sixty-Six

2301 SE 17 St., Fort Lauderdale, FL

BUSINESS TRAVELERS, CONFERENCE goers and boating enthusiasts can gather at this renewed destination, once a 1960s fixture with a famed rotating bar. A $1 billion renovation has revitalized the property—swirling bar intact—as a multifunctional hospitality locale. It features 325 guest rooms in tasteful mod design, a superyacht marina and 88 private residences. Sixteen meeting spaces and three ballrooms are available for personalized events. Downtime activities are many, with three pools, a wellness center and a dozen on-site food options. Marquee restaurant Calusso stands out for casual fine dining.
piersixtysix.com

STORY BY
EDEN HERBSTMAN

Hôtel Belles Rives

33 Blvd. Edouard Baudoin, Antibes, France

Take your bleisure cues from F. Scott Fitzerald at this art deco gem, once his home and workspace on the Côte d'Azur. The hotel honors its famous guest this summer while hosting the Prix Fitzgerald, given to the year's best fiction written in the author's own language and also published in French. But you don't have to be a bibliophile to revel in this classic French-Med stay. More than 40 rooms include private balconies that overlook the shimmering sea. Sunbathe or swim at the hotel's on-site beach club, and enjoy local cuisine at Michelin-starred La Passagère.
bellesrives.com

Thompson Houston

1717 Allen Pkwy., Houston

Located in Buffalo Bayou Park, this Thompson Hotels outpost is hard to miss, as the 36-story glass tower stands out among the city's skyline. More than 170 guest rooms and 34 suites feature earth-toned palettes, wood finishes, geometric patterns and easy-to-manage in-room lighting. Cool off at the rooftop infinity pool or relax indoor at the spa. Several dining options are available for lively meetups, such as the Toca Madera Mexican steak house and Meduza Mediterrania.
hyatt.com

Kiawah Island Golf Resort

One Sanctuary Beach Dr., Kiawah Island, SC

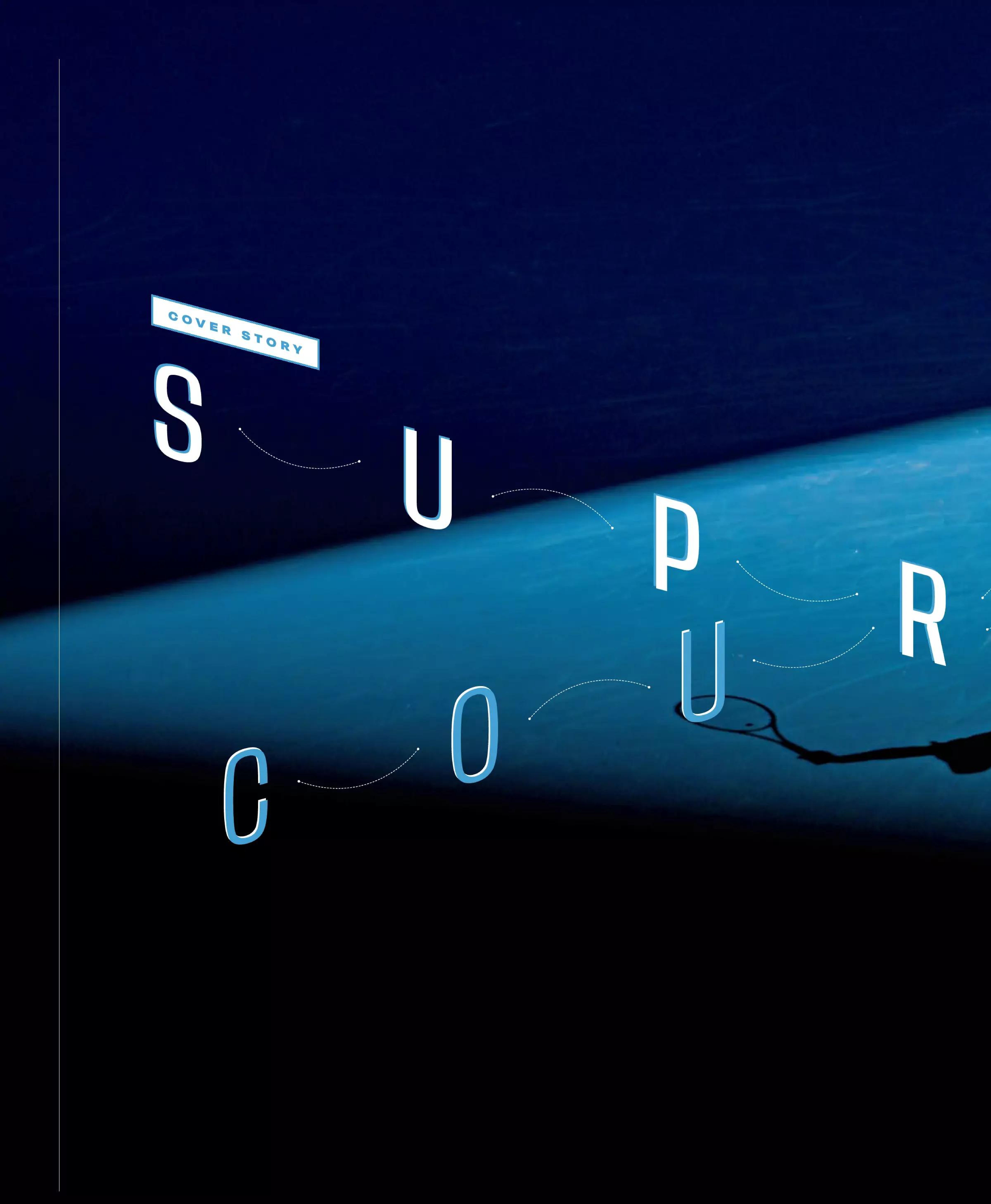
This island resort is a draw for golf lovers, boasting five courses designed by world-class architects. Guests will find their beachfront lodging at The Sanctuary Hotel, with each room and suite offering low-country luxury and traditional elegance. Activity-driven programming includes kayaking and birding, with spa facilities catering to those looking to self-pamper. Discover dining at Jasmine Porch and more.
kiawahresort.com

> Attractive interiors elicit a jazzy 1920s aesthetic.

Hôtel Honeyrose

355 De Maisonneuve Blvd. West, Montreal

Ideally situated, this property is close to venues such as the Convention Centre and Place des Arts performance hall. Attractive interiors elicit a jazzy 1920s aesthetic in the 143 rooms and suites. With 7,000 square feet of meeting space, the hotel welcomes events for collaborating. Reopening after a winter hibernation, Muze Lounge & Terrasse serves Mediterranean cuisine with a tropical flair, while a French bistro menu can found at Commodore Restaurant.
honeyrosemontreal.com



COVER STORY

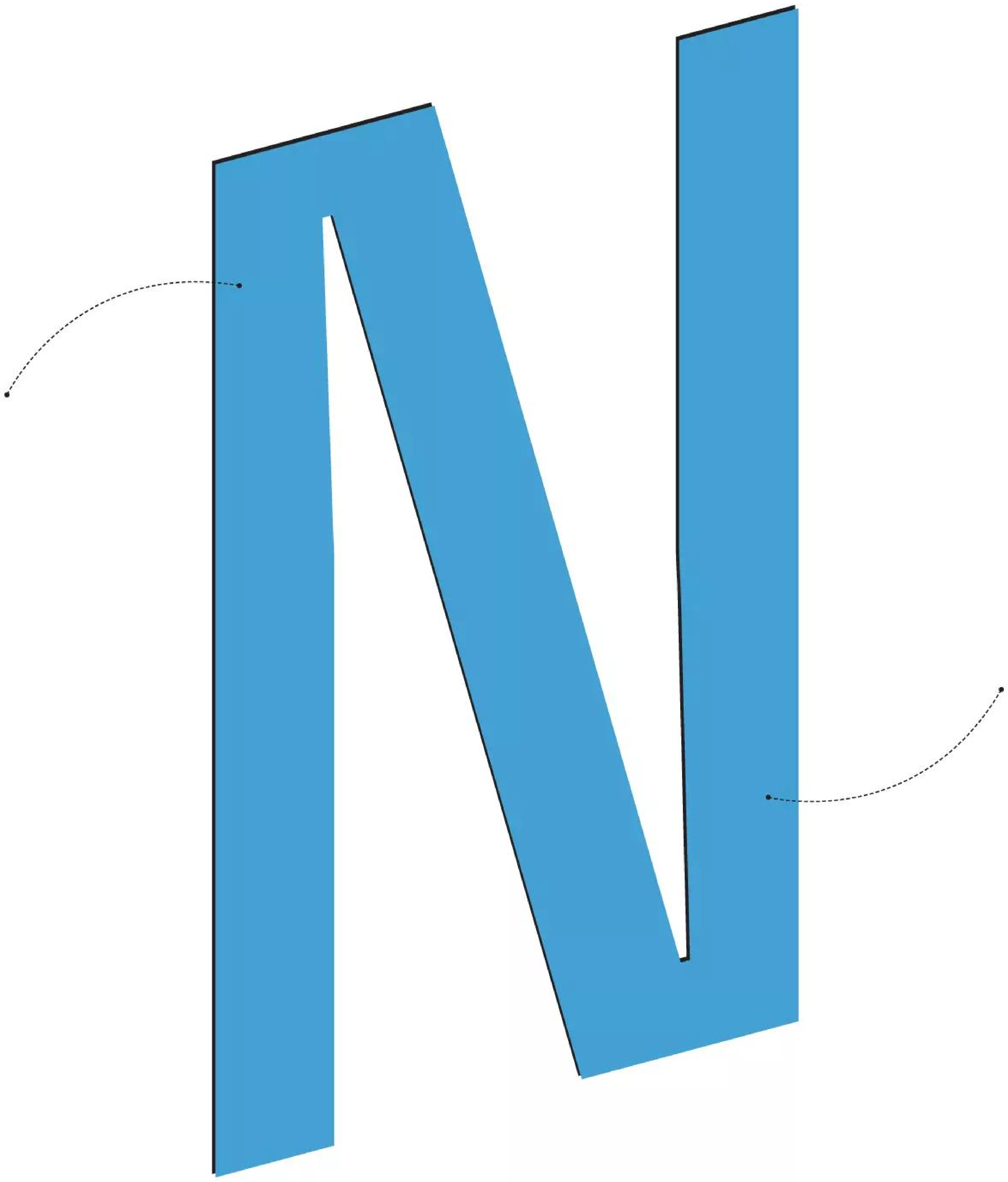
SUPR

COU

TEME

THE WORLD'S FOREMOST TENNIS CHAMPION, **NOVAK DJOKOVIC** LOOKS TO THE FUTURE WITH HIS WELLNESS BRAND, CORPORATE COLLABORATIONS AND A THRIVING CHARITABLE FOUNDATION

STORY BY **RAPHAEL ABRAHAM**



→ Novak Djokovic these days exudes the relaxed contentment of a man who has nothing left to prove. As well he might. He is already the most successful male tennis player of all time, having amassed a record 24 Grand Slam titles, 99 singles titles and, as of last summer, the Olympic gold medal that eluded him for so long.

That's his face off the court, at least. On the court there is no place for that relaxed Novak. With his 38th birthday fast approaching, he is still trying to summon that insatiable hunger for victory as he sets his sights on a 100th title.

But there is no sign of that fearsome competitor when we meet—the face that greets me is all smiles. We are here to talk primarily about his interests outside tennis, particularly his entrepreneurial, endorsement and philanthropic activities. And while the R-word (retirement) is not mentioned, our conversation gives clues about the direction in which Djokovic might be drawn once his playing career is finally behind him.

"Tennis has consumed most of my life since a very young age," he tells me. "I've devoted my mental, physical and emotional energy to it—and boy, did I have a reward from it." That reward amounts to more than $186 million in prize money alone, with an estimated further $365 million in off-court earnings, according to *Forbes*.

So what, I wonder, has tennis taught him that is transferable to other spheres of life? "When you reach the highest levels of global professional sport, there are certain things it instils in you that are essential fundamentals of business or anything you do in life. Discipline and daily routine are underestimated in terms of how important they are. Discipline, commitment and devotion, but also innovation. Adaptability is unique and very rare."

For all their undeniable natural talent, one of the things that marked out Djokovic and his closest rivals, Roger Federer and Rafael Nadal, was their relentless willingness to adapt and refine their games, even late in their careers. So it is no surprise to hear that Djokovic advocates constant innovation and improvement above all. "I love a quote that I heard some years ago: The biggest opponent →

OPPOSITE AND OPENER Djokovic at the Australian Open in January

is always the person you were yesterday. 'Try to be the better version of yourself' is a kind of life motto for me. Keeping your mind open and curious, surrounding yourself with the right people and not taking anything for granted."

HEALTH & WELLNESS

For Djokovic, a major driver of that relentless search for self-improvement has been his interest in wellness. Since 2010, he has adhered to a gluten-free and largely plant-based diet, which he credits with giving him greater stamina and focus. And Djokovic is a proselytizer when it comes to the benefits of a healthy lifestyle. To this end, he recently launched Sila, a brand of supplements that debuted in the U.S. and Europe in March. It currently comprises hydration cubes in three different flavors as well as magnesium supplements. "We are working on the essential aspects of performance and longevity, including sleep, focus, gut health and muscle support," he tells me. We are accustomed to the sight of high-performance athletes imbibing products during match breaks, but what are the benefits for us ordinary mortals?

"Well, I'm sure that you want to perform your best, whether at work or at home. And regardless of whether you are an athlete or not, you still have to hydrate yourself. You might get away with one day, two days of malnutrition or issues with hydration, but you won't go for too long. You eventually have to start thinking about how to improve your life, how to make yourself feel better. Because no one likes those drops in energy level during the day when you feel tired and you have a coffee, another coffee, another coffee to get yourself going and try to survive your working hours. And then you get home and your kids want to have some of you and you're tired. This is a cycle I've been noticing a lot of people trapped in."

One specific example he cites is behavior he observed among medical professionals. "Because of my surgery last year and some other health issues with members of my closest family in the past five or six months, I spent a bit of time in different hospitals in my country and abroad. And I was very intrigued and curious about what they eat and drink. How do the doctors and nurses keep themselves alert and healthy? And I've been a bit disappointed because most of them have fast food or fizzy drinks with a lot of chemicals. So that motivated me even more for this project of Sila."

Djokovic stresses the importance not just of hydration, but of "cellular hydration." "You drink water, right? So you hydrate yourself. You kill your thirst. But how much of that liquid is really staying inside? Is it really hydrating your cells on a deeper level or is it just flushing out things and washing away some of the good stuff?"

He is also behind Regenesis, an immersive pod designed to promote relaxation and recovery that will be launched later this year. "It's a completely noninvasive treatment that includes pulsed electromagnetic frequencies, aromatherapy, color therapy, sound frequency and healing therapy."

HUBLOT
NOVAK DJOKOVIC
BIG BANG UNICO
NOVAK DJOKOVIC

FROM TOP Poster promoting the Hublot Big Bang Unico Novak Djokovic timepiece in Ho Chi Minh City, Vietnam; accepting the Laureus Sportsman of the Year Award, 2024

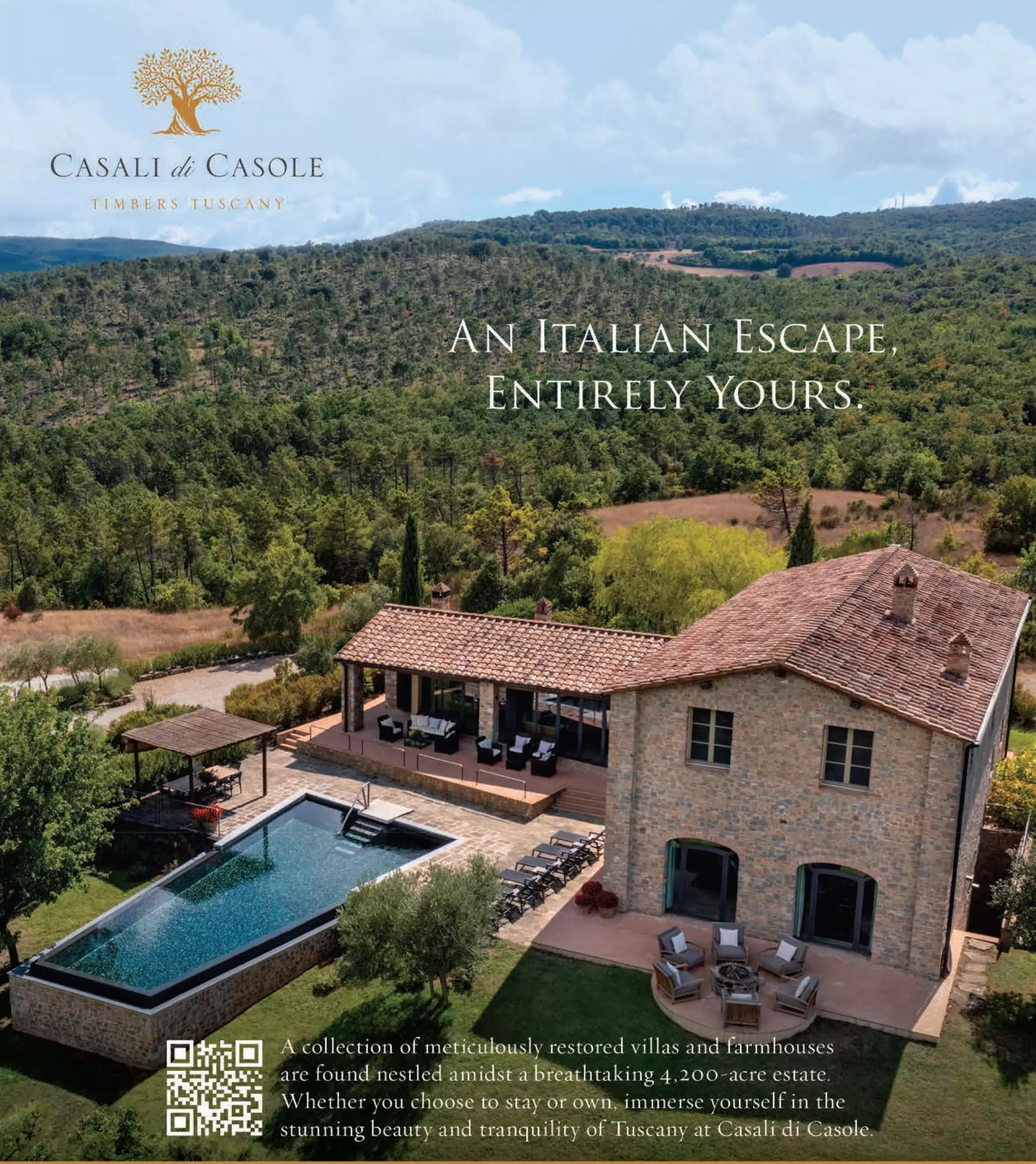
"Discipline and daily routine are underestimated in terms of how important they are."

That he has managed to keep himself in first-class physical condition over a 20-year period is undeniable, outlasting almost all his rivals. However, some of his past pronouncements on science and medicine have prompted negative reactions.

In June 2020, at the height of the Covid pandemic and a shutdown of the ATP tour, he organised the Adria Tour, a series of exhibition matches in Serbia and Croatia, which observed no social distancing and ended in an outbreak of the virus among several coaches and players, including Djokovic himself.

Over the next two years, his refusal to take the vaccine resulted in him being barred from numerous tournaments. However, he also made large donations for the purchase of ventilators and medical equipment in Serbia and Italy.

"One of my greatest wishes is to see more people healthy and less people sick," Djokovic says. "I'd love to see that. Obviously that doesn't happen overnight, but I feel like focusing more on prevention and the connection with nature is a long-term success. We need to find a way to balance conventional medicine with alternative medicine. Both are extremely important, but because of the fast-paced life that we are living, we tend to



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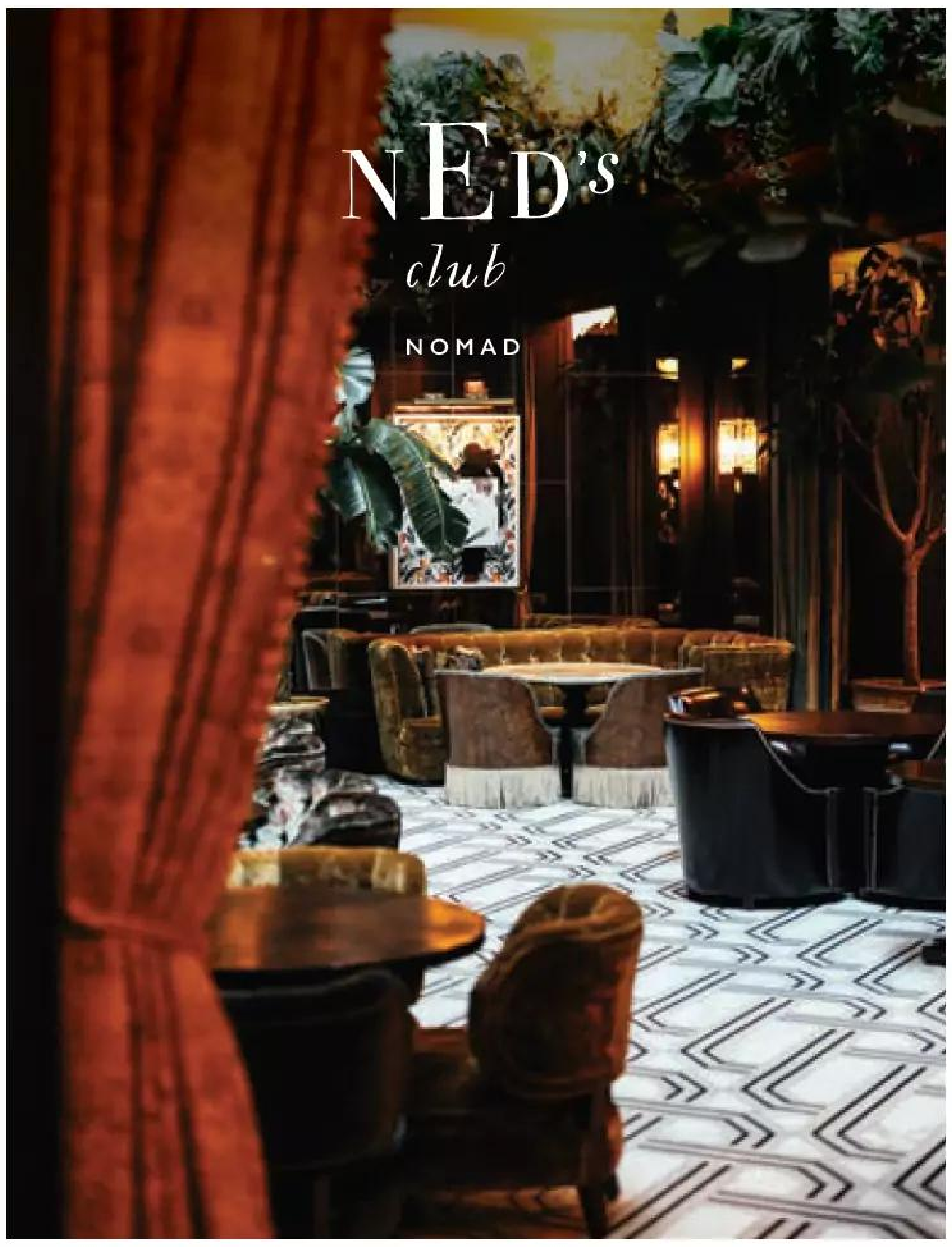
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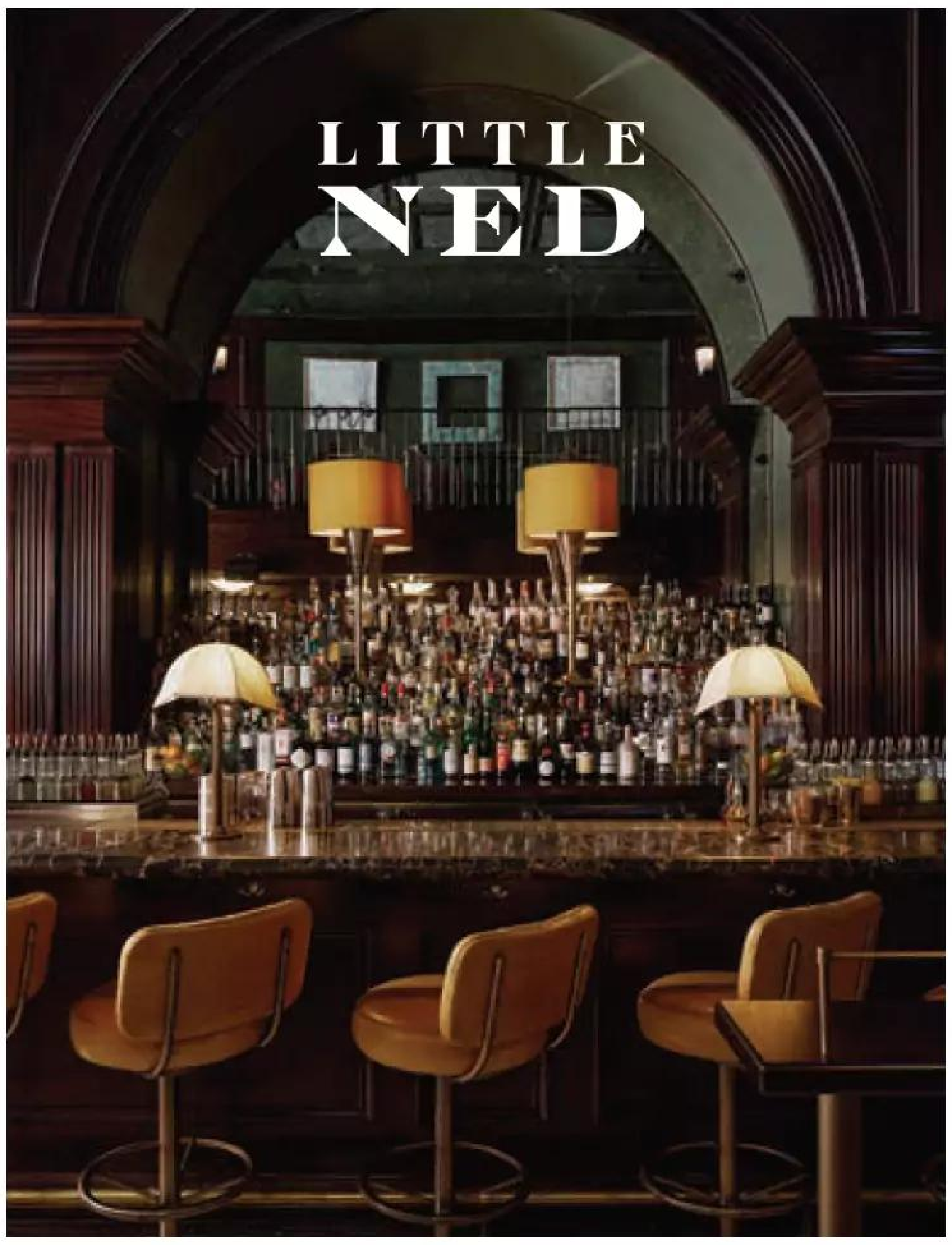

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Djokovic being named Global Wellness Advisor for Qatar Airways by CEO Badr Mohammed Al-Meer

→ forget about the things that are essential for us to function in a proper way."

BRAND LEADER

Djokovic has always steadfastly stuck to his beliefs. This has also led him to reject numerous endorsement deals over the years.

"I've personally refused to involve myself in a lot of different businesses and represent different products in the last two decades," he says, "mainly because I cannot represent something that I don't believe in, that is not in line with me and my values. Wellness and well-being is the biggest passion of mine, next to tennis and sports and education."

This commitment has led to a number of ambassadorial roles, including global wellness advisor for Qatar Airways and the luxury hotel chain Aman Resorts. "For me, it was very clear from the beginning that I want to collaborate with brands like Aman, where the quality in every aspect is not compromised," Djokovic says. "I'm excited about the retreats we are going to do, where I'll be able to share my experience, my know-how, with people who are interested to learn more about my training, my recovery, my mental strength training."

So Aman guests will actually be able to go on a retreat with Novak Djokovic? "Yes, we will be doing that," he confirms. And not just him. "Maria Sharapova is also a wellness brand ambassador for Aman and I've been friends with Maria for a long time, so I hope we'll be able to do some of those retreats together, because the impact would be even greater. We don't know yet where or when. As my active career is still ongoing, it's a bit challenging with calendars, but I'm excited because that's also going to help me develop and wire my brain to wellness and learn how to better express myself to the audience about well-being, while also growing my presence as a brand."

The Djokovic brand has become a formidable force in recent years, with a rising number of high-profile endorsements. He has lent his name to the Head Speed Legend racquet, the Asics Court FF 3 Novak shoe, a Lacoste clothing line and, most recently, the $52,700 Hublot Big Bang Unico Novak Djokovic timepiece.

HOME LIFE & GIVING BACK

It seems certain that many avenues will be open to him when retirement does finally come. As an astute, articulate and multilingual analyst of the game, he would surely be a highly sought-after coach, commentator or tournament head. Could he pursue a career in politics? Acting even? Earlier this year, he revived the "Djoker" persona of his early years by delivering a terrific deadpan performance in a spoof "secrets of tennis" video during the Indian Wells tournament that covered how to smash a racquet, peel a banana, etc.

But when I ask him if anything outside of competitive tennis gives him a similar buzz, he doesn't equivocate. "Parenthood. →

3 MEMORABLE MATCHES

2019 WIMBLEDON FINAL VS. ROGER FEDERER

The longest Wimbledon final in history (four hours and 57 minutes) saw defending champion Djokovic go five sets to beat Federer. A nail-biter of a finish had the rivals at 12-all in the fifth set, with Djokovic winning the tiebreak at 7-3 to claim victory.

2019 AUSTRALIAN OPEN FINAL VS. RAFAEL NADAL

The tournament began with both Djokovic and Nadal competing for the world's number-one men's singles ranking, and by the final Djokovic had triumphed in three sets to win his seventh Austalian Open title.

2024 OLYMPICS VS. CARLOS ALCARAZ

With his gold medal win defeating Alcaraz in two sets, Djokovic not only secured Serbia's first gold but also became the first man to sweep the Big Titles: the four Grand Slam titles, all active Masters series titles, the year-end championship title and the Olympic gold.

I really want to be there for my children and I want to make up for the time I was absent. It's so nice to immerse fully in activities with them and be present. It just fills my heart with joy."

This desire to nurture extends beyond his own children to the Novak Djokovic Foundation, which was founded in 2007. "For four years we were really trying to help everyone everywhere," he recalls. "And then we got to a point where we had to choose a direction, because that's the only way we were going to make the biggest impact in society."

In 2011 they resolved to channel their efforts. At the time he was the Serbia Ambassador for UNICEF, to whom he turned for guidance. "They provided us with certain information that was really revealing to us, but also very concerning, which was at that point more than half of the children in Serbia were not attending any educational facility. So we were questioning why. I mean, it's not only economical, but also cultural."

Djokovic beams with pride as he recounts what his foundation has achieved in the past 14 years. "Since then, we have enrolled more than 50,000 children in our programs. We have renovated or rebuilt or built from scratch over 50 kindergartens."

He and his wife, Jelena, have two children of their own: Stefan, 10, and Tara, 7. I ask him how much of a motivating factor it has been for him to be able to play in front of them. "When I became a parent for the first time, I had a very strong feeling to one day have my son, and of course later on also my daughter, watch me play, particularly at Wimbledon. And for them to be old enough to realize what's going on and what their father is doing. I've been more than blessed to experience that and relive it multiple times. And I'm happy and proud to say that my son's favorite tournament is Wimbledon. He's absolutely ecstatic every time we go and he just loves being there. So yeah, it's constantly about finding new ways to inspire yourself. Because at the end of the day, that's what gets you up in the morning."

FROM TOP With wife Jelena and children Stefan and Tara; working with his Novak Djokovic Foundation

"It's constantly about finding new ways to inspire yourself."

Djokovic has shown no signs yet of a waning appetite for competition, even hiring his former rival Andy Murray as a coach late last year. Yet he is realistic about the uphill struggle he faces to reach the highest heights of the sport again.

"Obviously it's challenging for me nowadays to produce the results I had when I was at my best. It doesn't mean that I will never be able to do that again. But that greatness changes its shape, and that's because you're a different person on an annual basis, on a monthly basis, on a weekly basis."

It would be foolish to bet against him winning that 100th tournament, or even a record 25th major. He will not be done until he says he's done. As he puts it: "Tennis is a sport where it's necessary to nurture that mentality of, It's never enough. Because once it's enough, then it's really enough and you have to put the racquet aside. And I still...." He pauses. "I still don't feel it's enough for me."

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AVIATION AND GLAMOUR HAVE ALWAYS GONE HAND IN HAND. HERE, WE CHART THE EVOLUTION OF IN-FLIGHT FASHION

STORY BY **ALICE HENDERSON**

NWAY

Stylish ensembles of slanted lapels and silky neckties parade down a carpeted aisle. Some are finished with gilt buttons, others with a shiny brooch. A deft hand has molded each outfit to its wearer: Darts and seams are exact, and cuffs sit neatly around wrists. These garments are the work of expert fashion designers, but instead of heading down a catwalk, they debut at 35,000 feet.

Travel by plane today and you could be in the presence of some of fashion's best talent, with cabin crew done up in Vivienne Westwood or Pierre Balmain or with tailoring by Savile Row's Ozwald Boateng—but why is fashion and aviation so entwined?

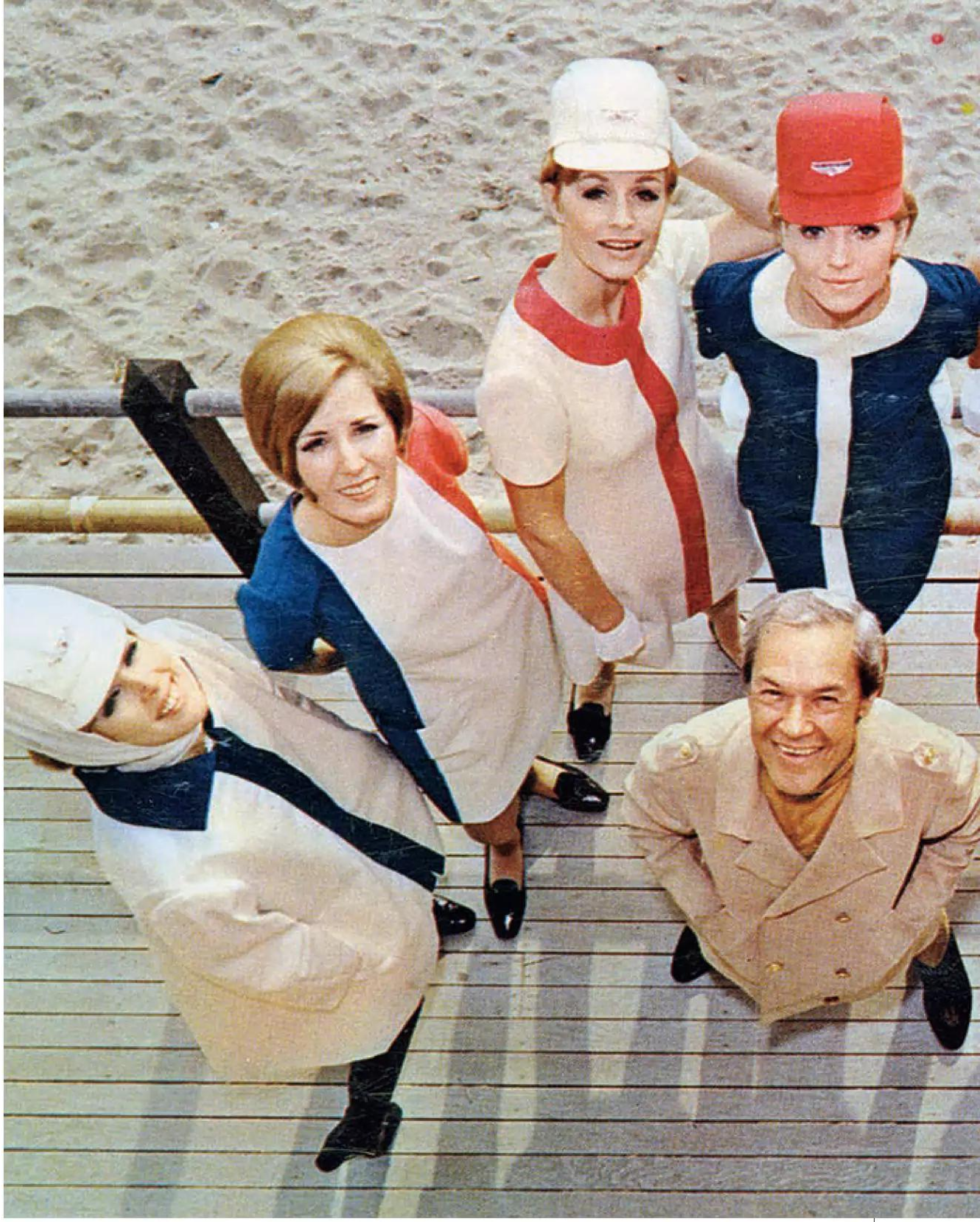
ALTITUDE WITH ATTITUDE

Turning the aisle into the FROW (the prestigious front row at fashion shows) is nothing new. Airlines have been working with fashion houses since the 1950s. Part of the reason stems from the romance of the Golden Age of travel. Working as an air stewardess (as they were called at the time) was considered an impossibly glamorous profession—so, naturally, the outfits had to match.

Air France was the first to put its fashion foot forward. Parisian fashion house Georgette de Trèze created a brand-new uniform for the Air France crew in 1951. Inspired by Christian Dior's 1947 New Look collection, the fresh ensemble had a nipped waist and formfitting skirt, which was revolutionary at the time for its celebration of femininity.

Pan Am attendants also got a glamorous wardrobe update in 1959 from famed Beverly Hills couturier Don Loper. The sharp-shouldered military styles were replaced with a fitted jacket and cropped sleeves that revealed the wrist.

Of course, there was a reason why airlines were prepared to invest huge sums of money in dressing their cabin crew in the latest threads. What could be better marketing than these stylish, smiling ambassadors? As travel ramped up during the '60s and '70s, airlines increasingly looked for ways to distinguish themselves.



ABOVE
United Airlines' striking uniform designed by Hollywood costumer Jean Louis

RIGHT
Air France stewardesses wear the 1969 designs by Balenciaga

OPENING SPREAD
Pan Am attendants in a 1959 look from Beverly Hills couturier Don Loper

United Airlines, for example, turned to Hollywood costumer Jean Louis in 1968 for a uniform revamp. It was the first time the carrier had worked with a top designer, and was the largest contract awarded in the airline industry to date at $3 million. Under Louis' direction, hemlines were brought up and a variety of colored A-line dresses were issued. The coral-red Hawaiian Sunset dress was featured in a number of amusing advertising campaigns—with flight attendants playing golf and even surfing in the short ensemble.

Air France upped its game once again, commissioning Spanish designer Cristobal Balenciaga for a new uniform in 1969. Like sugarplum fairies, its team emerged in pastel shades with a silky ribbon (known as a hatter's tie) fastened in a bow at their neck. An alternative navy suit for winter came with a stylish bomber jacket, hat and headscarf.

Male uniforms, however, remained much the same: double-breasted and rigid. Airlines had worked out that it was the female attendants who had the most star power, and focused their efforts accordingly.

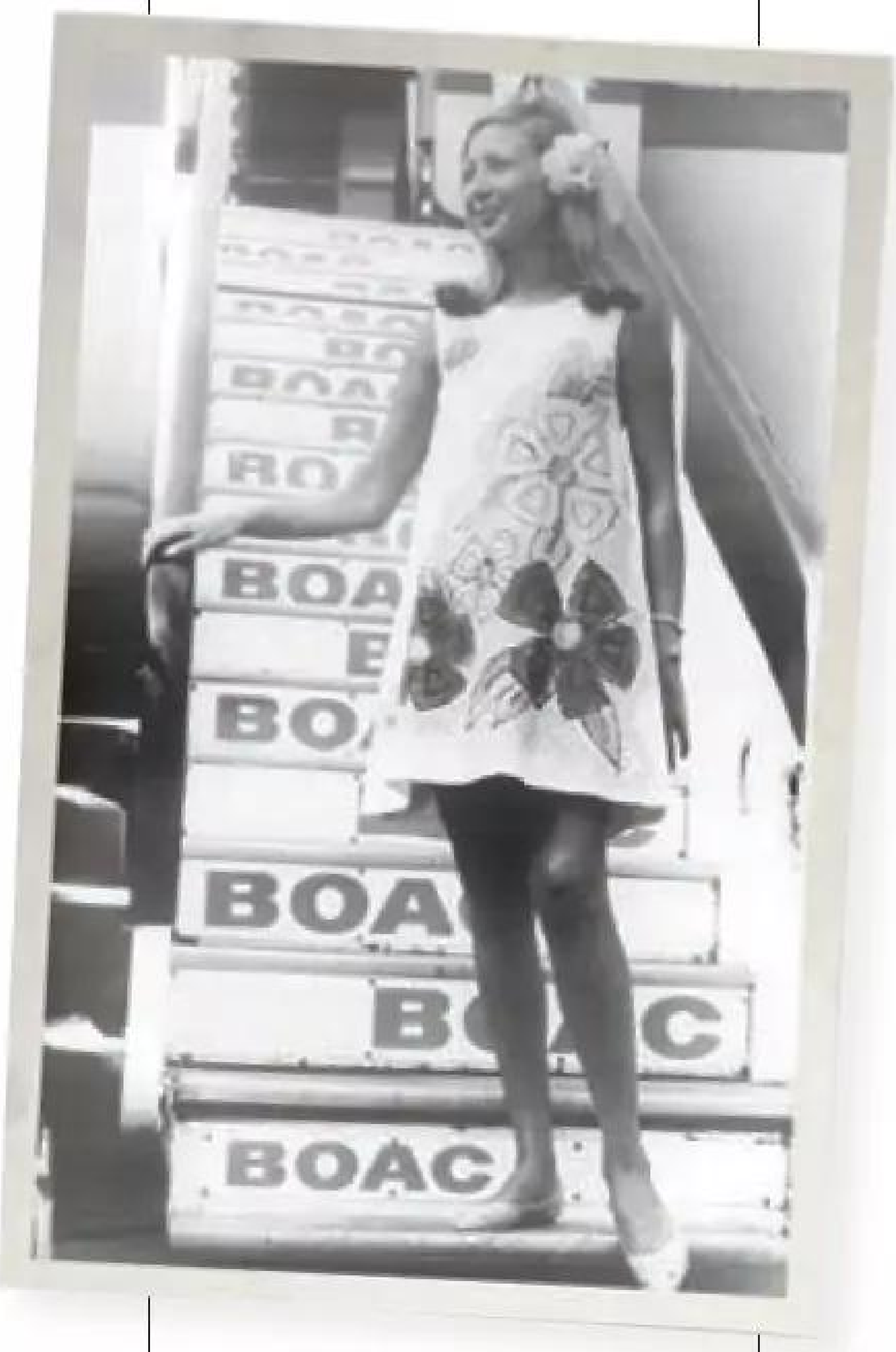
BEAUTY STANDARDS

Of course, there was much more to the presentation of cabin crew than their clothing. In 1936, *The New York Times* painted the ideal air hostess as: "Petite; weight 100 to 118 pounds; height 5 feet to 5 feet 4 inches; age 20 to 26 years."

FASHION FAUX PAS

BOAC's paper dress

BOAC's paper dress was introduced in 1967. Designed to be used on the balmy routes between New York and the Caribbean, BOAC hoped the colors (pink and purple) would get travelers into the holiday spirit. The idea was that they were cost-effective and disposable, but more time was needed at the drawing board. Daphne Oldfield, a retired BOAC cabin crew member, told Aerospace Bristol: "Guys in the aisle would be trying to light your dress with a lighter. Those dresses didn't last long."



Trainee air hostesses were put through their paces at airline school. On the agenda were posture and makeup lessons, alongside learning how to serve drinks and deal with inebriated passengers. Some carriers even required women to pass a personality test—peppy, educated candidates were preferred.

Standards didn't let up once you were hired: Weigh-ins were carried out routinely, and archive images from McConnell Air Hostess School, which trained hostesses for TWA in the '40s, show ladies chewing gum to reduce their double chin.

FUNCTIONAL FASHION

In 1978, airlines were deregulated, meaning carriers were free to offer lower, more competitive fares and relax their marketing campaigns. Female flight attendants were off the hook, and uniform designs became more sensible and practical.

Amy Seadon, head of collections, learning and interpretation at Aerospace Bristol, who worked on the recent "The Fashion of Flight" exhibition, explained that in the 1980s, airlines such as British Airways "wanted uniforms to be as easy to look after and as easy to wear as they could, as well as being fashionable at the time."

Synthetic materials that were easy to care for were chosen over natural fibers. Outfits still moved with the times though: Shoulder pads and big ties were rife in the '80s.

Collaborations with fashion designers have also continued, from the classic military ensemble Julien Macdonald created for BA in 2004 to the latest British Airways outfits from Ozwald Boateng.

But if the '60s were all about glamour, then the 2020s are a time for functionality. (Love it or hate it, athleisure has influenced airline fashion.) Increasingly, airlines are considering their crews' comfort as well as style. Female cabin crew at airlines such as Bangkok Airways, ITA Airways, KLM and Japan Airlines can now opt to wear trousers over a skirt, and KLM updated its policy in 2024 to allow staff to wear specially designed sneakers by Dutch footwear brand Filling Pieces. Delta, meanwhile, has released a modern set of uniform prototypes with GPS Apparel, a division under brand Gap Inc.

British Airways' new uniform also offers female staffers trousers and a stylish jumpsuit among an expansive collection of 96 individual pieces.

Virgin Atlantic is a trailblazer in the modern fashion scene of airlines, and an advocate for individuality at work. In 2022, it became the first U.K. carrier to allow cabin crew to show tattoos (previously airlines had only hired those who could conceal ink under clothing) and launched a gender-neutral uniform policy. Under the new rule book, crew members can choose whichever uniform version they feel most comfortable in, no matter their gender identity. Crew now have the option of a dramatic red two-piece designed by Dame Vivienne Westwood, complete with a rippling frill-front shirt, or a burgundy suit. All Westwood garments also feature a small hand-drawn wing.

→

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Nichola Feakins, uniforms manager at Vigin Atlantic, said: “Diversity is something we really want to champion at Virgin Atlantic. The gender-neutral uniform rules bring a sense of belonging and inclusion, and connect people with our brand. We are now able to recruit from a wider pool and have some fantastic people who come and work for us.”

She continued: “I think the passengers have welcomed it with open arms. It brings a sense of inclusivity, not just for our wearers, but for our passengers. They feel like they can be themselves. Everyone is welcome onboard.”

For other airlines, consistency is key. Singapore Airlines’ uniform is a shining reminder of the past, with the carrier famously sending cabin crew out in a graceful sarong *kebaya*. The design is recognizable for its use of traditional Asian batik and classic shape, and comes in four colors for each rank of the female crew. The eye-catching look has been around since 1974, when it was adapted by Parisian couturier Pierre Balmain. Emirates, too, has retained a classic style for the last 15 years—designed by Simon Jersey with the shade of warm sand and the iconic sashed hat.

STYLE CONSCIOUS

Another factor influencing fashion design today is sustainability. For Virgin, this means recycling discarded garments down to the threads, and reusing items like handbags and hats that are still in good condition. The current Vivienne Westwood uniform is in fact made from 25-percent recycled plastics, and a nanotechnology is used in the fabric to ensure a long lifespan.

Many other carriers are also now looking at sustainable fabrics and production. In January 2024, Brussels Airlines unveiled new uniforms, which included unisex pieces and sneakers from brands including Atelier Content and Ambiorix, with sustainable credentials including BCI-certified cotton, mulesing-free wool and vegan leather shoes made from cacti and grapes. Meanwhile, Aerolíneas Argentinas created a slimline six-piece range (down from nine) in its new collection from Benito Fernandez—which also featured spandex for extra comfort.

CONTROVERSIAL FASHION

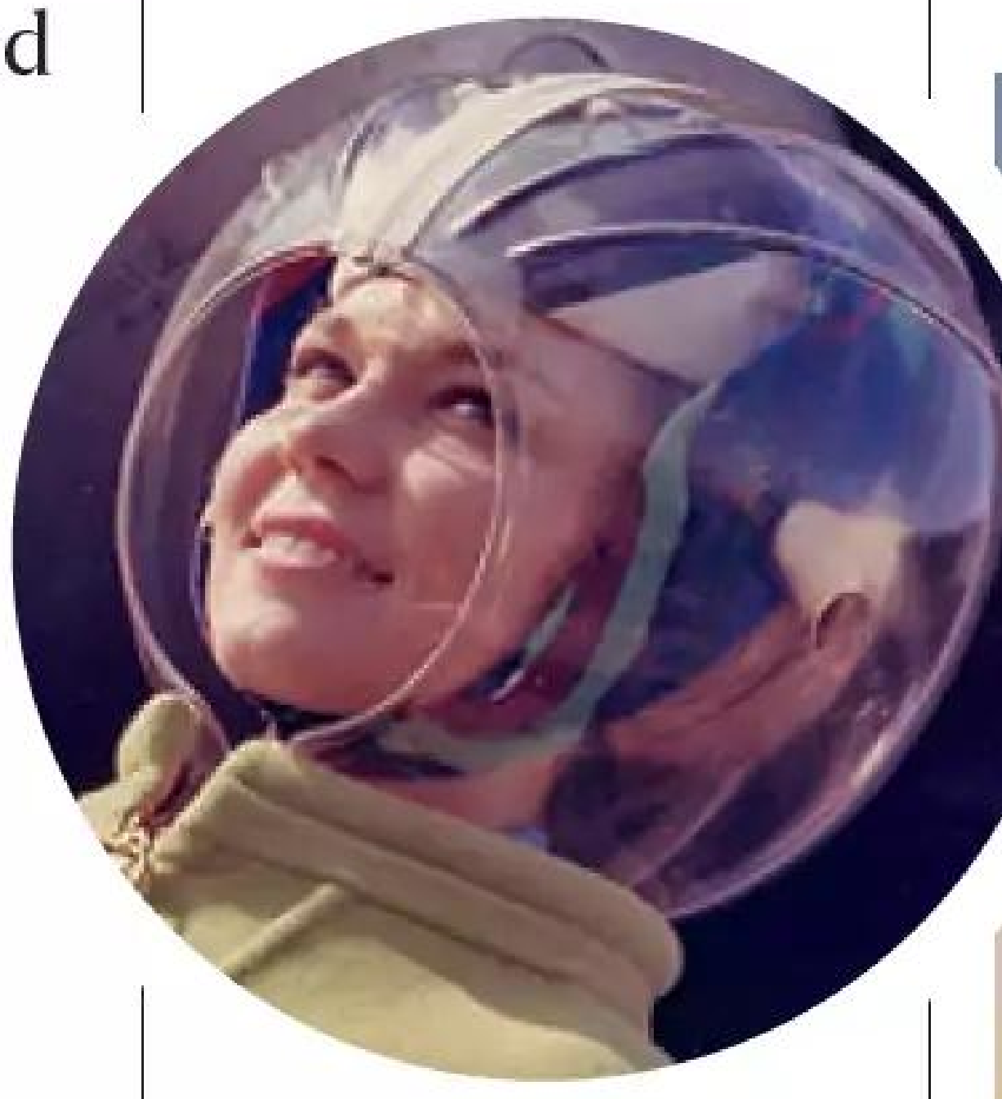
With so many changes, there were bound to be some hiccups. In June 2018, Delta released a set of new,

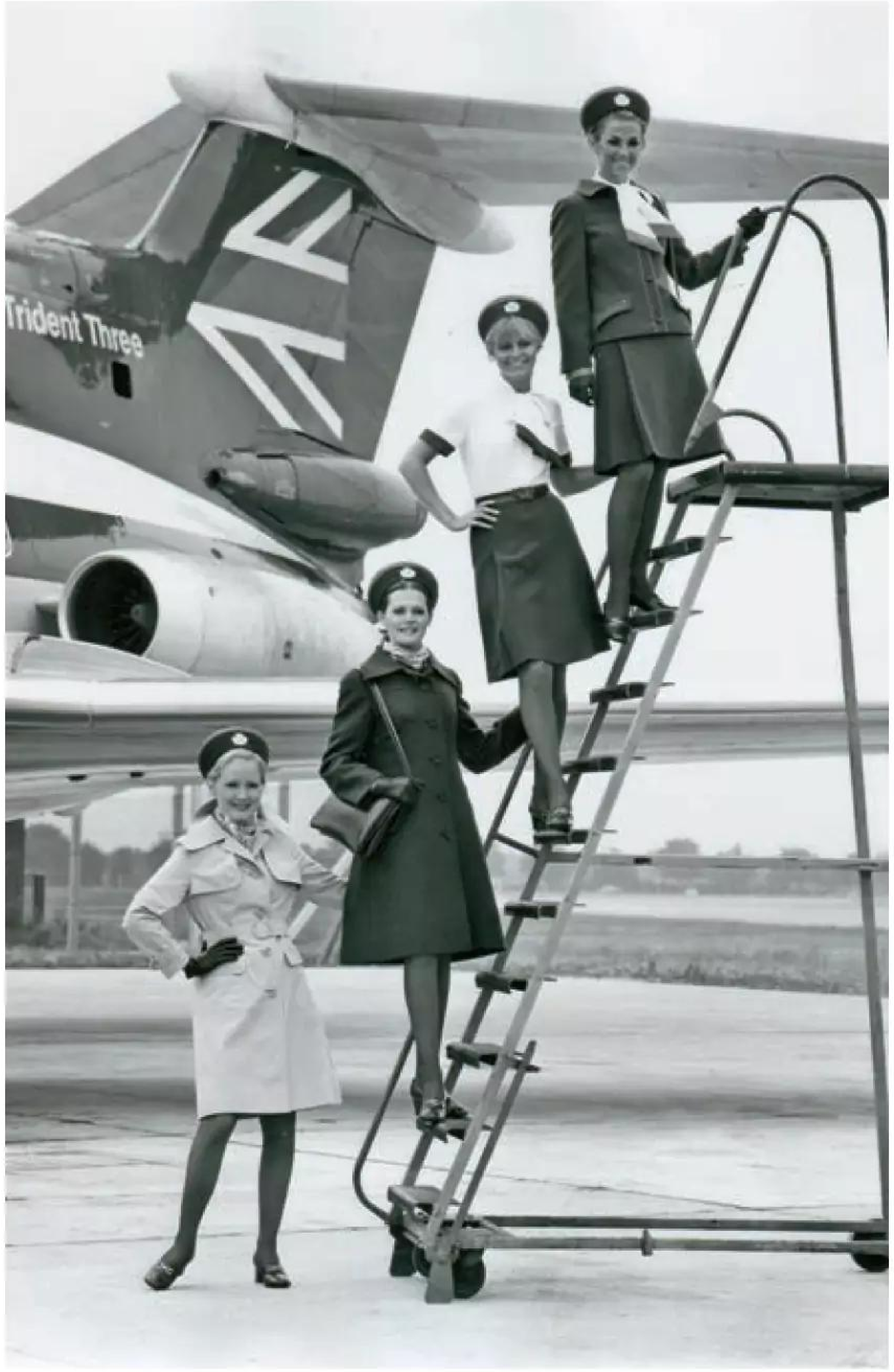
Increasingly, airlines are considering their crews’ comfort.

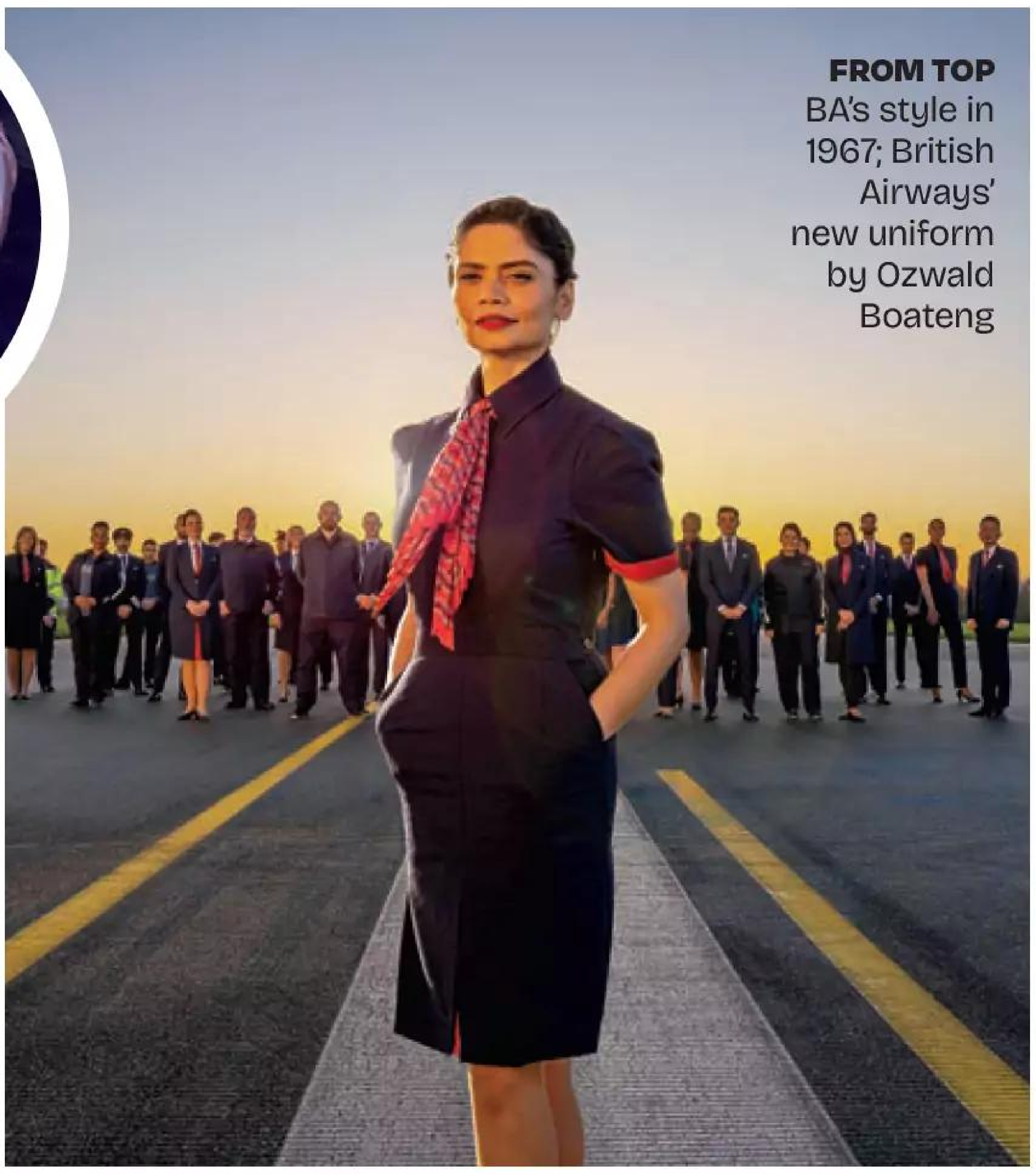
FASHION FAUX PAS

Braniff Airways’ bubble helmet

Astronaut helmet? Diving gear? Think again. This bubble helmet is the work of Italian fashion designer Emilio Pucci, which he devised for the now defunct Braniff Airways in the mid 1960s. Made of plastic, the see-through bonnet protected stylish hairdos while cabin crew waited to board. Reportedly, stewardesses complained that it was difficult to hear anyone while wearing the fishbowl. contraption.







FROM TOP BA’s style in 1967; British Airways’ new uniform by Ozwald Boateng

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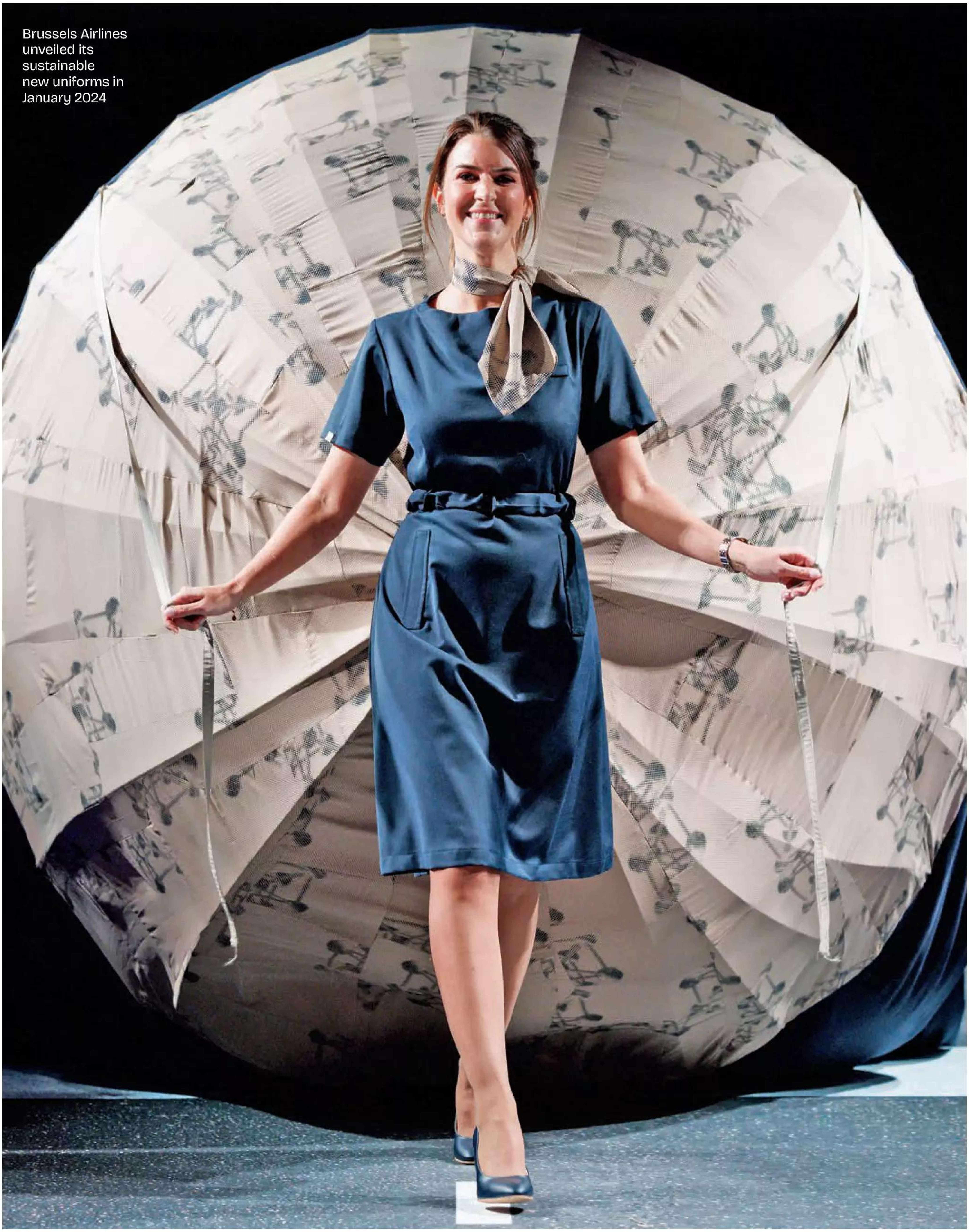

Brussels Airlines unveiled its sustainable new uniforms in January 2024

> “The uniform rules bring a sense of belonging and inclusion.”

FROM TOP: The gender-neutral Virgin Atlantic uniforms; Air France released five conceptual outfits for its 90th anniversary, each depicting an aspect of its heritage

→

plum-colored uniforms designed by *Project Runway* star Zac Posen and manufactured by Lands’ End. But just a year later, some female flight attendants began reporting serious reactions to their clothing—including skin rashes, shortness of breath, headaches, and fatigue. Doctors who treated those affected said that chemicals used to make the garments stain-resistant were the likely cause of their illnesses. Needless to say, the uniform was discarded.

British Airways also fell subject to criticism for its uniform last year. The Ozwald Boateng collection originally included shirts for female attendants made from a fabric so sheer that the airline issued its staff guidance on what underwear to wear. After much backlash, British Airways quickly told employees that it was exploring new fabric options, and that the new blouse would be at least 43-percent thicker than the initial model.

RUNWAY TO RUNWAY

The interplay between airlines and the fashion industry has even moved beyond the plane. Saudi Arabian carrier Riyadh Air actually unveiled its uniform (or, should we say, collection) during Paris Couture Week in 2024. Models swept down a runway in indigo pieces, donning dark sunglasses and handbags to complete the look.

Lufthansa has also blurred the worlds of flight and fashion. The German airline staged a pop-up event in London in November under the name Unhide/New Worlds of Fashion, with six pieces from designers in Johannesburg, São Paulo and Bengaluru.

Fashion revivals are also becoming an important way for airlines to celebrate their heritage: Air France observed its 90th anniversary in 2023 by displaying five original, conceptual outfits at Galeries Lafayette in Paris, which were inspired by different elements of the airline. Virgin Atlantic had a similar idea, releasing an archive collection and photo shoot of the past crimson uniforms in 2024, in fitting commemoration of its ruby anniversary.

It’s clear that uniforms are both a reflection of their time and a clever promotional tool. As airlines continue to compete and push boundaries, who knows what creative collaborations we’ll see in the future? One thing’s for sure, though: The sky’s the limit.

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ACCLAIMED DESIGNER **THOMAS HEATHERWICK** CREATES JOYFUL STRUCTURES THAT STIMULATE AND ENGAGE PEOPLE AROUND THE WORLD

STORY BY **MARK C. O'FLAHERTY**

GETHER

When is an architect not an architect? Thomas Heatherwick has designed Azabudai Hills in Tokyo, the Bund Finance Centre in Shanghai, the Google offices in King's Cross in London, and Little Island in New York's Hudson River Park, and is now reconfiguring the iconic 1960s London landmark the BT Tower as a luxury hotel. The 55-year-old designer is behind some of the most talked-about buildings of the last 20 years, but significantly and legally isn't an architect himself. He does, however, have a lot to say about them. In his 2023 book, *Humanize: A Maker's Guide to Designing Our Cities*, Heatherwick explains why he thinks the last 100 years of city planning have been tainted by the role of the qualified architect, working as gatekeepers with their legally protected title, "seeing themselves as artists," fixated with "the craze of modernism," and ultimately responsible for "boring" buildings.

Heatherwick wasn't given a smooth ride when he published *Humanize*, but even slavish devotees of Le Corbusier ("the king of boring") had to admit he was on to something. We all find joy in visual complexity, and there are too many dull buildings around. Their impact has been a downer, the polar opposite of Stendhal syndrome. So what's going on and what's the solution?

ABOVE Designer Thomas Heatherwick **OPPOSITE** Little Island, New York City **OPENING SPREAD** Azabudai Hills, Tokyo

"I'm not saying we need to fill the world with Bilbao Guggenheims and Sydney Opera Houses," he tells me, upstairs at his London studio close to the gloriously ornate Victorian Gothic St Pancras station. "I am a modernist. I'm not suggesting we go back to the past. But modernism started to treat the public as ignorant. Four-hundred homes leading off a single walkway is crazy dysfunctional. Detail is eradicated and there's nothing to nourish you." Heatherwick wants to see a *Humanize*-geared movement in architecture similar to the change in public awareness about eating well. "Over the last 30 years we have had a pushback against food that we know isn't good for us," he explains. "People realized they aren't powerless. We need to start having national conversations. Our industry likes to speak to itself and use jargon. I have every confidence that if we have a conversation, people will say they want more generous buildings, which isn't to mean old-fashioned. When you create a building, you have two clients—the clients themselves and the public. I am in public service."

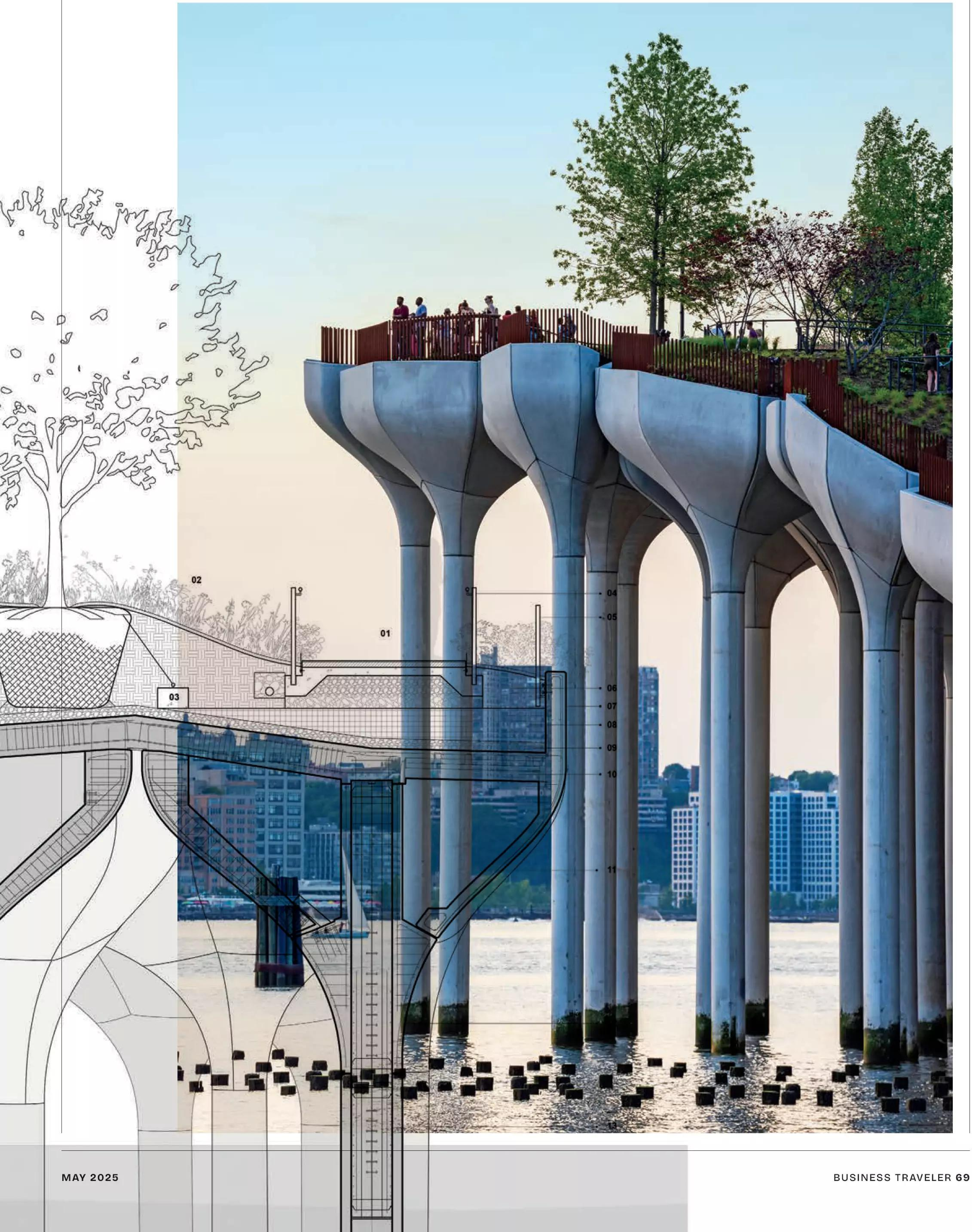
Heatherwick rose to fame creating sensational structures with vibrancy and depth. He struck a chord with the public. So much so, he was short-listed to design the Queen Elizabeth II Memorial earlier this year (the decision will be announced in 2026). He says he rails against repetition, but there's a distinct energy hardwired into his work, from undulating, serpentine silhouettes to kinetic elements that date back to his pedestrian Rolling Bridge that opened on London's Grand Union Canal in 2004—modest in scale but a thrilling design that curls and uncurls. He bemoans the straight lines and voids inherent in much modern architecture. Gaudí is his god, and god is in the details. Heatherwick is all about primal childlike excitement and moments: More than 900 million people watched 204 flaming "petals" come together on his Olympic Cauldron during the opening ceremony of the Games in 2012.

When Heatherwick was commissioned to rework the iconic mid-century Routemaster bus in London, he used radial patterns on the staircases and diagonal glazing. Today, most primary-red double-deckers on the streets of the city share something of the Heatherwick aesthetic. "When we worked on that project, there hadn't been a bus specifically designed for London for 50 years," he says. "Transport is driven by metrics, but millions of Londoners spend weeks and months of their lives on these buses, and I wanted it to contribute something positive, the same way the Moscow and Stockholm subway do for their users. Those are a riot of joy. The stairs are narrow on the Routemaster, but we looked at how we could create theatricality, and the sense you're sweeping down the stairs in a stately home."

ALL ABOUT THE EMOTIONS

Heatherwick is now a marquee name, with museum retrospectives under his belt, but his smaller projects are as fascinating as the landmarks. The Longchamp store he designed for New York's SoHo was dramatic enough to warrant a visit in its own right. You may not want to buy a Longchamp bag, but you want to experience the energy of the space. The boutique's staircase looks like a cell plucked from an animation, as if each step is part of a swirling, billowing ribbon. "Our focus at the studio is in the hyperphysical," he says. "As the digital revolution has played through, with incredible technology appearing, there was a feeling that all things physical would lose their meaning, but now they're more valuable than ever." With so many online retailers in trouble,

IMAGES PREVIOUS PAGE **HEATHERWICK STUDIO; RAQUEL DINIZ;** THIS PAGE: **RAQUEL DINIZ; HEATHERWICK STUDIO; TIMOTHY SCHENCK**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Bund Finance Centre, Shanghai

the luxury brick-and-mortar flagship certainly has its place in the 21st century, and the Longchamp space continues to enjoy some of the fame of its architecturally significant neighbor, the Prada store near the corner of Prince and Broadway, designed by Rem Koolhaas in 2001.

Heatherwick says in *Humanize* he has enthusiasm for the potential of AI (particularly because we now lack the actual artisans who created the cathedrals of the past), but he's all about the emotions you get from reality, not a metaverse. And while technology gives, it also takes away. "Streets become scary places if we aren't on them," he says. "Technology has created reasons for us to stay home and study or work. We can shop online and have things delivered. Our rhythms and routines have been broken. The incredible revolution that seemed like it was going to democratize and enable us to see each other more now divides us. We are scared of one another, but physical proximity creates civility."

A GOOD BACKDROP TO PUBLIC LIFE

His *Humanize* philosophy is all about, as the name suggests, how individuals respond to architecture and objects. He has assembled a persuasive body of data, detailing how humans rely on visual complexity to feel not just good, but safe. "When the brain is deprived of information from its environment," he writes, "it takes it as a signal that something is wrong. It panics. It switches the body to a state of alert, raising its readiness to deal with danger." Heatherwick has time for some of the best works of modernism, calling Le Corbusier's Notre-Dame du Haut chapel in Ronchamp "sublime…alive with both order and complexity." But he sees the stubborn rigors of modernism as being literally hazardous to our health. "The worst architecture you'll ever come into contact with is in the form of hospitals and care homes," he says. "That goes back to what I said about the need for a conversation. No one listens to the patients." There is now a movement toward Healing Architecture in the industry, acknowledging the need for patient proximity to nature, with a view to better treatment results.

Urban planning is an area in which Heatherwick wants to see radical change. In his book, he offers evidence that soulless identikit housing can lead to depression, friction and even civil war. His work encourages people to engage with one another, and he has become the designer of choice for projects that involve vast numbers of users. His new terminal for Changi Airport in Singapore will add capacity for 50 million passengers per year but is being sliced up into "human-scale" areas rather than amorphous zones under one vast roof. It's Heatherwick's third project in the city, after the Nanyang Technological University Learning Hub and the Eden apartment tower, with its rounded garden balconies.

In New York, Little Island, built on what was originally Pier 55, features a set of miniature parks connected by platforms and inclines. Like the High Line, it has become a magnet for tourists. But isn't this yet another case of a private development pretending to be public? "People don't really understand the rules of public spaces," Heatherwick says. "You can't protest or drink on the street outside my office. But privately created public spaces can have less restrictions. When I worked on Coal Drops Yard *[a shopping center in King's Cross]*, that had been an area that many people didn't feel safe in. Today, the feeling that there are eyes on the street makes people feel good about being there. It's a nuanced discussion. Little Island is part of the Hudson River Park Trust, and the spirit of what they are doing is entirely public-centered. I often find that the insides of a building are fine, but the outsides are not generous to society. And I want to create a good backdrop to public life."

> "I have every confidence that if we have a conversation, people will say they want more generous buildings."

3 MORE HEATHERWICK CREATIONS

THE OLYMPIC CAULDRON

Designed for the opening ceremony of the Olympic Games held in London in 2012, Heatherwick's 204 copper petals, carried by the competing nations, came together to form a single central cauldron.

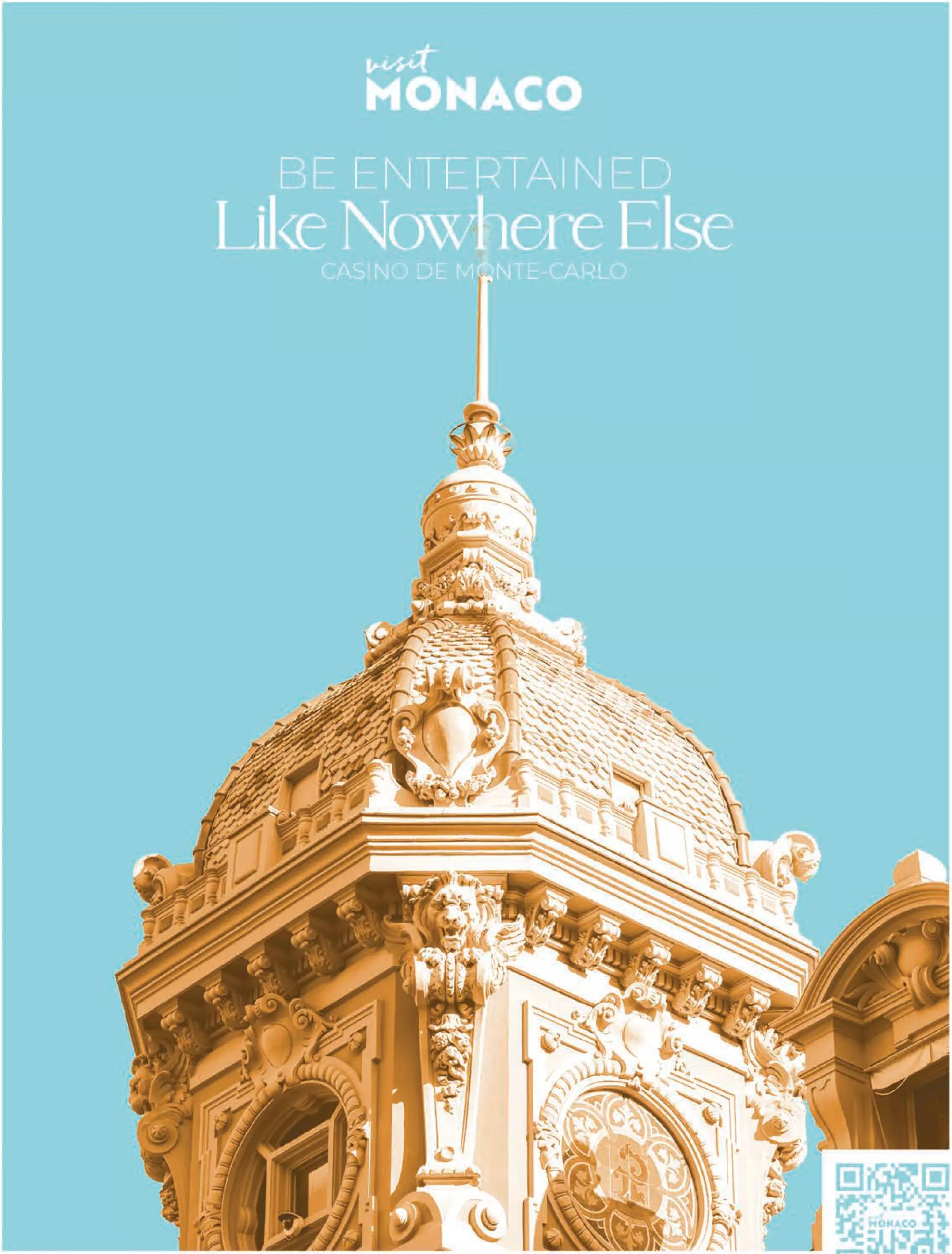
THE ROLLING BRIDGE

Completed in 2004, this kinetic sculpture at London's Grand Union Canal development furls and unfurls across a span of 39 feet. Making use of hydraulic cylinders, it theoretically allows both boat and pedestrian traffic.

NEW ROUTEMASTER

Launched in 2012 as the first London bus to be designed in 50 years, the Routemaster featured asymmetric panels, rounded lines, enhanced city views and a sweeping spiral staircase to provide riders with a feeling of theatricality.

IMAGES LAURIAN GHINITOIU; FOSTER + PARTNERS AND HEATHERWICK STUDIO; EDMUND SUMNER; STEVE SPELLER; IWAN BAAN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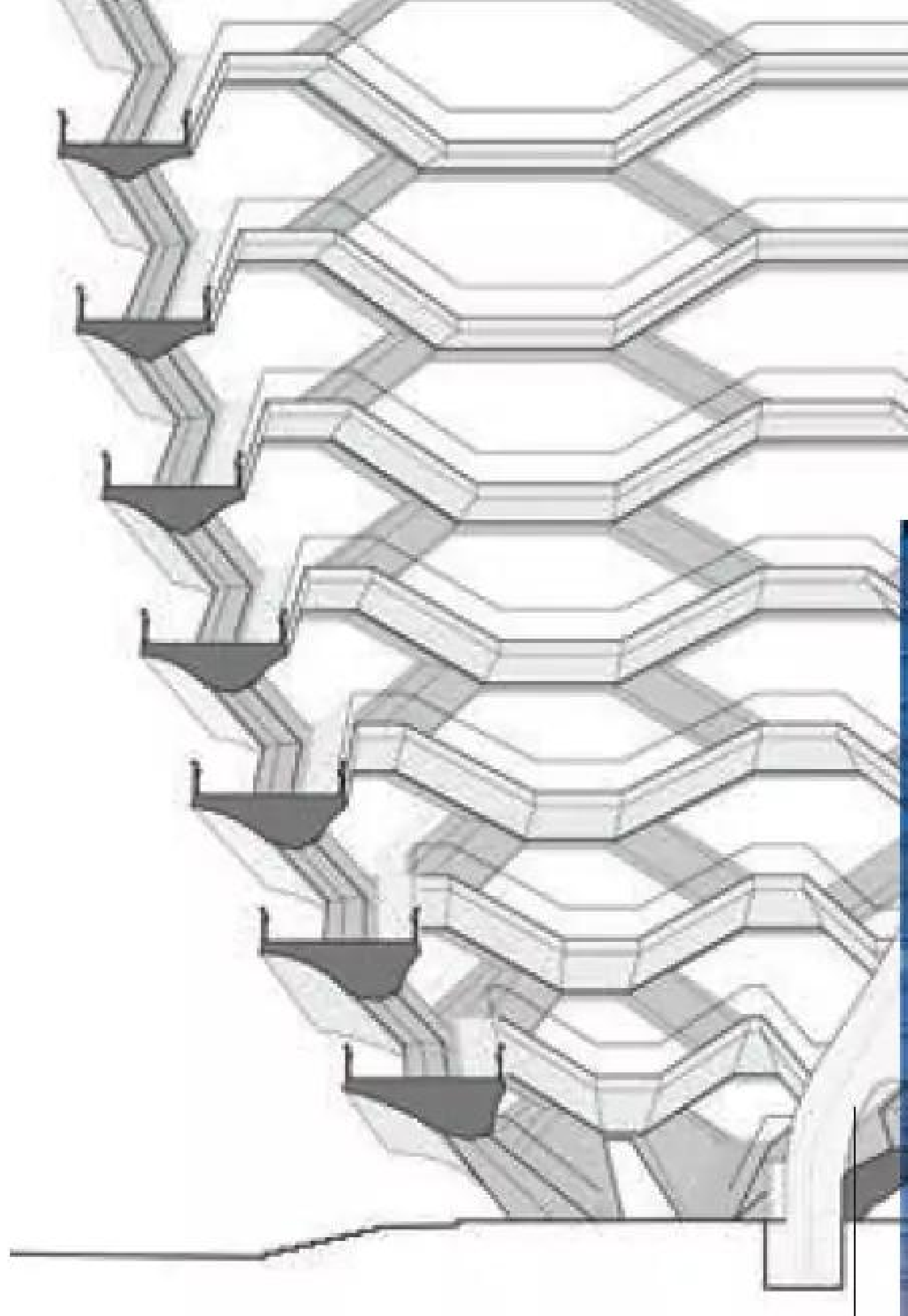
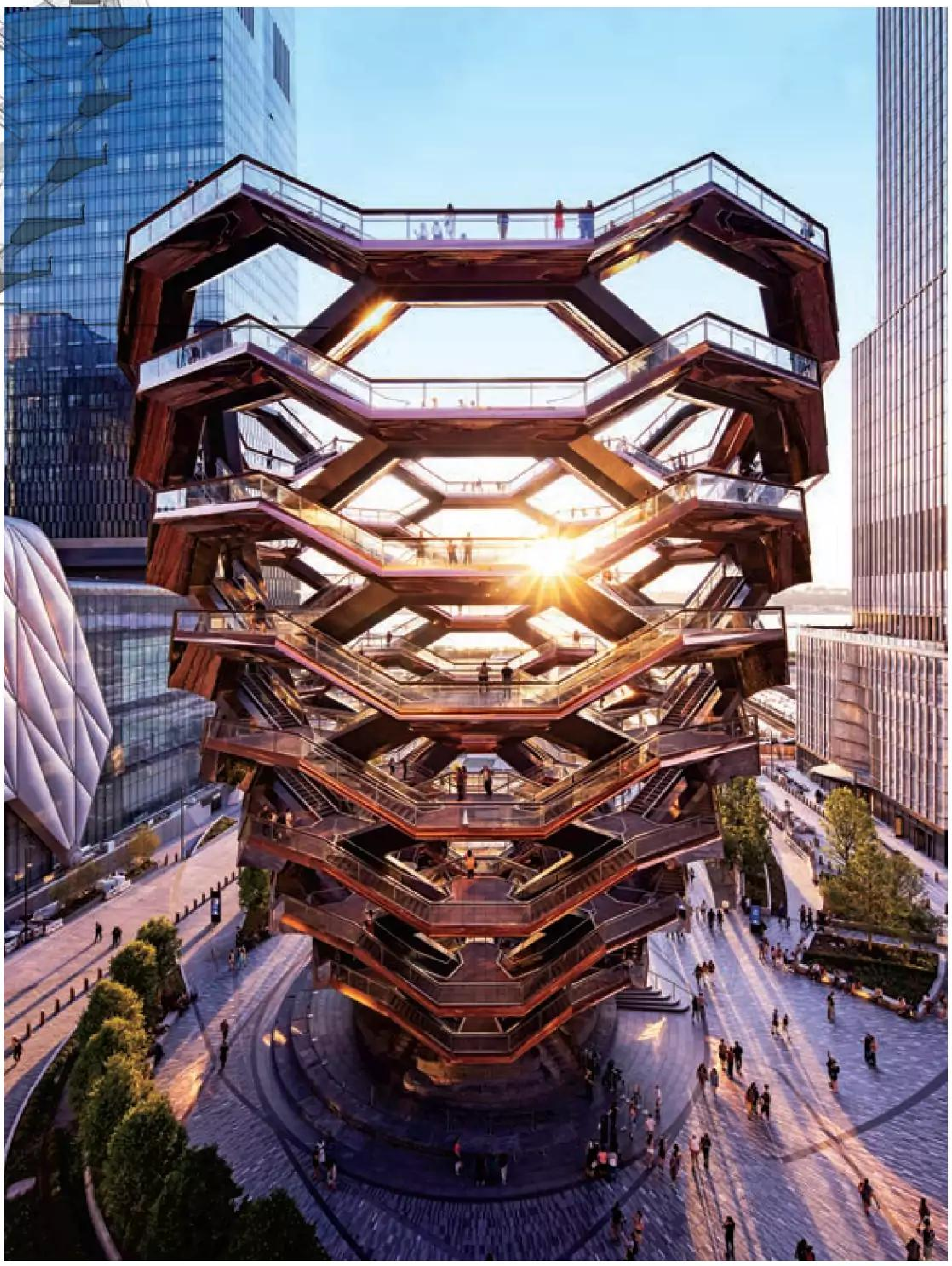
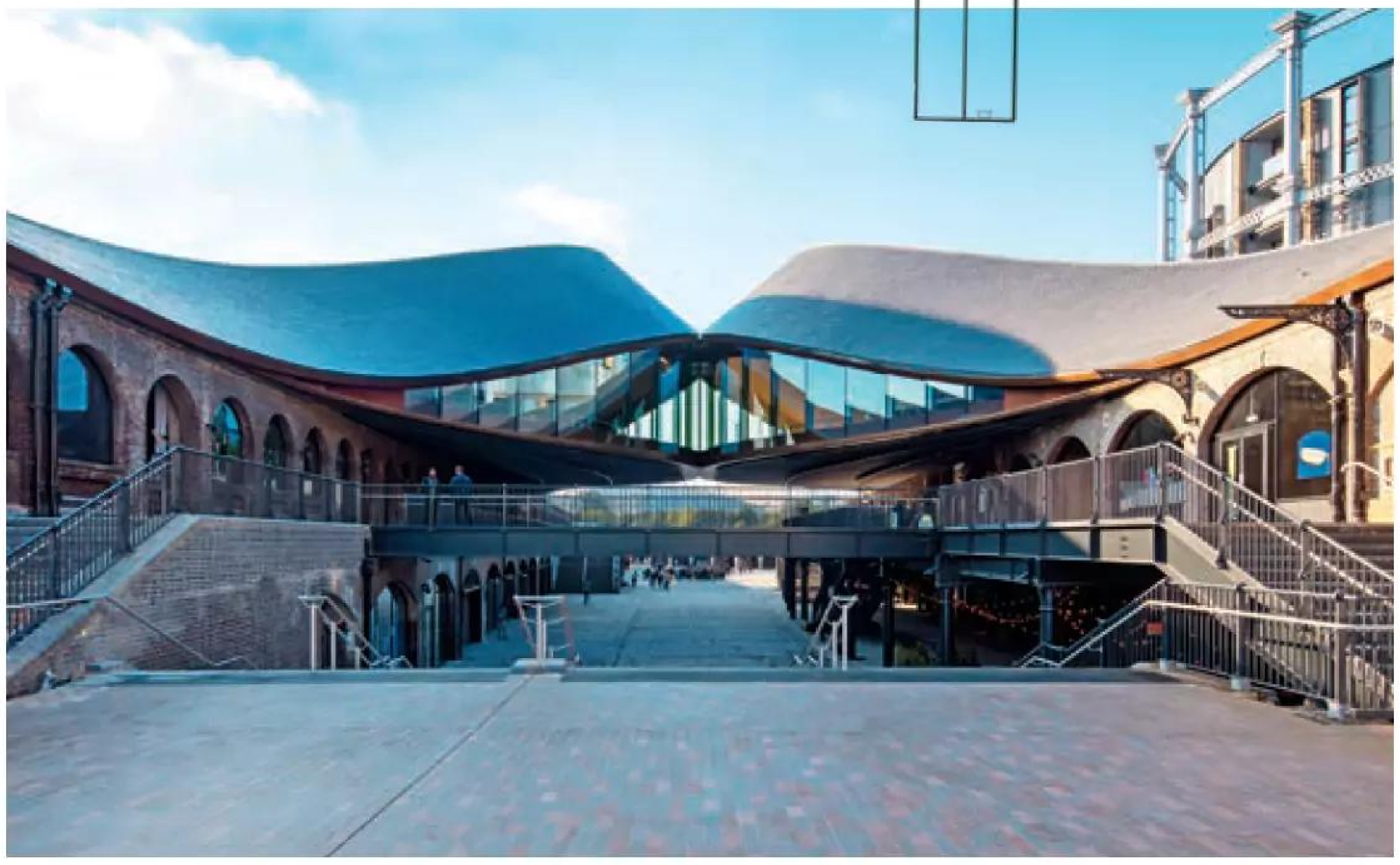


RISK FACTOR

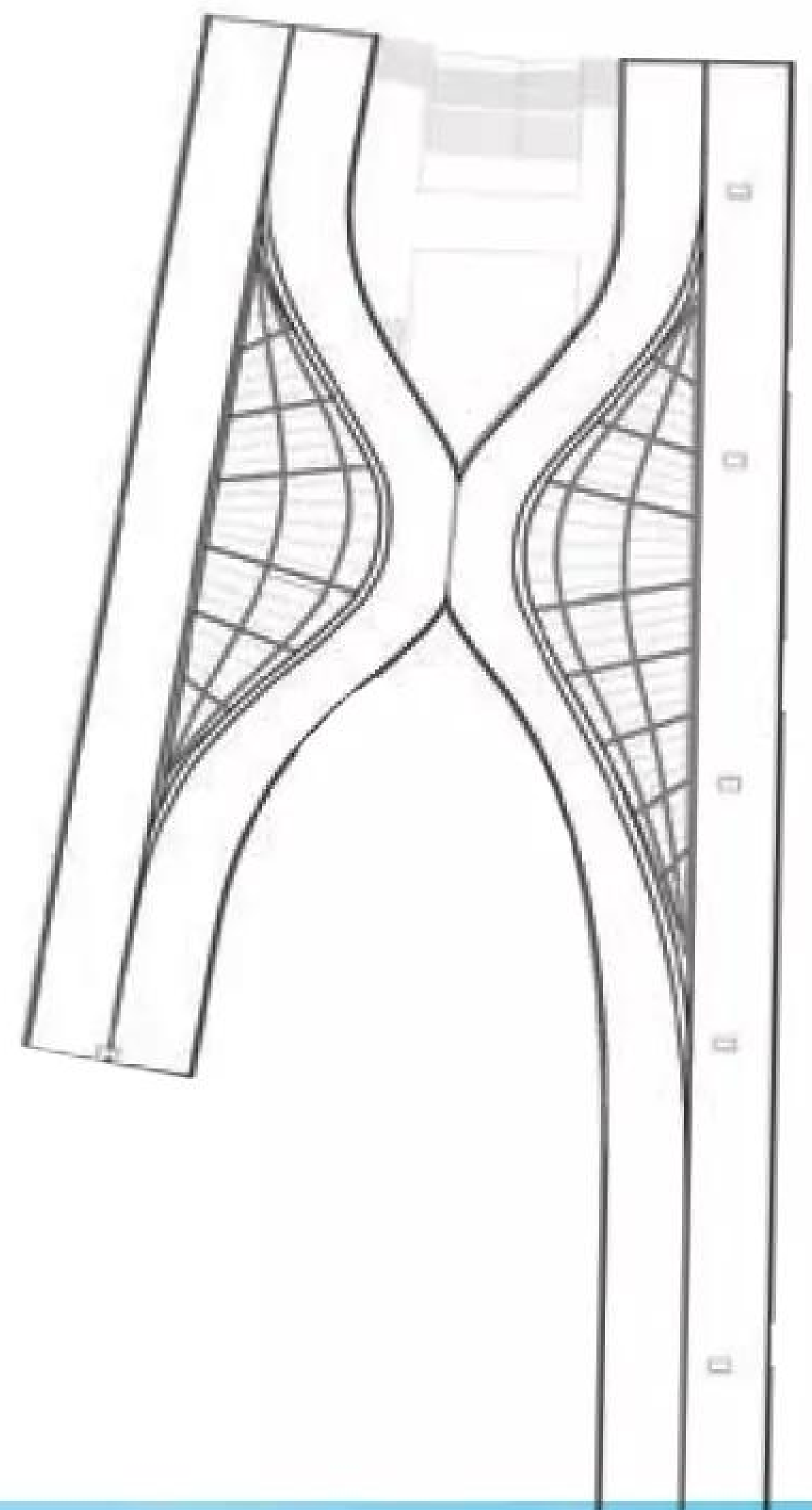
Being in such commercial favor comes with risk. Heatherwick's planned Garden Bridge in London was scrapped in 2017, collapsing under the weight of media scrutiny over public funding and former mayor Boris Johnson's suspicious refusal to collaborate with a review of the project. Last autumn, his *Vessel* reopened to the public in Hudson Yards in New York. It had been closed for three years, after a horrific spate of suicides. "We designed a netting solution that is beautiful and in the spirit of the original structure," he tells me. No designer wants to be handed a poison chalice, which is what *Vessel* turned out to be. The events were, of course, compounded by an intense feeling of violent ill will from New Yorkers to Hudson Yards. Sample headlines plucked from many in *The New York Times* about the development: "Is This the Neighborhood New York Deserves?" and "Another Reason to Hate Hudson Yards." It will be interesting to see how *Vessel* endures. Feelings toward landmarks change over time. Heatherwick's beloved Sagrada Família in Barcelona, which will finally be finished in 2026, was called "one of the most hideous buildings in the world" by George Orwell in his 1938 book, *Homage to Catalonia*: "The anarchists showed bad taste in not blowing it up when they had the chance."





FROM ABOVE *Vessel*, Hudson Yards, New York City; Coal Drops Yard, King's Cross, London

A NEW VISION



Some buildings are thrilling from day one: London's futurist BT Tower was the tallest structure in the capital when it topped out in the 1960s and held the record until 1980. It looked like nothing else in a city shaped by Inigo Jones, Christopher Wren and Giles Gilbert Scott. It was the future. Now it is Grade II-listed and looks like yesterday's notion of tomorrow. It has been closed to the public for decades. Many older Londoners talk of the restaurant that once revolved at the top in mythical terms, like the Cloud Club in New York's Chrysler Building. Heatherwick will be the designer to oversee the tower's transformation into a luxury hotel under the new ownership of MCR, a company that counts the TWA Hotel at JFK in New York, originally designed by Eero Saarinen, among its properties. Design plans are some way off, but Heatherwick knows what he wants to achieve. "Working in Hong Kong taught me a lot about hotels," he says. "They are a part of public life there. You meet in hotels even if you aren't staying there. I want to create a place that matters to London and breathe new life into Fitzrovia. The top of that tower means something to all of us, and it is going to turn again. When I think about something like the Pickering hotel in Singapore, it's a generous hotel to the city. Singapore is better for it existing, and it brings joy. It's about the move from private to public, and the experience of those transitions."

Heatherwick's *Humanize* mission is about the changing shape of public places—even if they are privately owned. "Private buildings are the walls of public life," he says. "There's a lack of joyfulness in public placemaking." This designer wants to bring joy to the table, as much as he can. He may not be an architect, but he is one of the biggest innovators in architecture today. How does he see himself? "Well, when I was little, I wanted to be an inventor," he says. "And invention doesn't have a style." Heatherwick's hero, Antoni Gaudí, who also held the power of the curved line above the straight, agreed. As he once said: "Nothing is invented, for it is written in nature first." Heatherwick's style might be deemed, simply, human nature.

IMAGES HEATHERWICK STUDIO; COURTESY MICHAEL MORAN FOR RELATED; LUKE HAYES

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HOTEL REVIEW
Four Seasons
San Francisco

BAR REVIEW
Overstory
New York City

CABIN REVIEW
United
Polaris

RESTAURANT REVIEW
Carnivale
Bahamas

Expert takes on this month's essential places and products

Tried & Tested

LOUNGE

Posh Pause

Virgin Atlantic brings British élan to its new Clubhouse at LAX

READ THE REVIEW

IMAGES **VIRGIN ATLANTIC**

Top of the World

A San Francisco property offers dazzling views, luxe amenities and an ideal location

OCCUPYING THE TOP 11 floors of the 48-story landmark 345 California Center building, the Four Seasons Hotel San Francisco at Embarcadero is a favorite for its breathtaking views of the city and bay. It is located within easy walking distance of the Ferry Building, Chinatown and Union Square, and even Fisherman's Wharf is not too far. More than 150 rooms and suites are in the tower's twin crowns, which sit at 45-degree angles to the rest of the building and are connected by a glass sky bridge. The oversized rooms (the smallest is 350 square feet) feel larger because of the panoramic views and large bathrooms, which feature extra spacious showers and deluxe Codage Paris bath products.

Upon arrival, we were offered filtered water before being escorted to our suite. It was designed with the iconic skyline in mind, with layers of elements—natural wood floors, hand-tufted wool rugs and custom-crafted furnishings—imparting a residential warmth. The Golden Gate Bridge's orange red inspired the palette.

Guest services include complimentary premium Wi-Fi, all-day in-room dining, dry cleaning and pressing, transportation booking and overnight shoeshine. The 24-hour fitness center located on the third floor features a full range of state-of-the-art equipment from Precor. Orafo, the restaurant and bar, brings traditional Italian craftmanship to

STORY BY
TERRY ZARIKIAN

Four Seasons Hotel San Francisco at Embarcadero, California

IMAGES FOUR SEASONS SAN FRANCISCO

The Golden Gate Bridge's orange red inspired the palette.

every dish, with cocktails honoring San Francisco's Gold Rush history. The menu's farm-to-table, Italian American offerings include citrus and fennel salad with blood orange, grapefruit, Castelvetrano olives, crushed pistachios, arugula and shaved pecorino tossed in a champagne vinaigrette; Crab Louie with local Dungeness crab, Comanche Creek baby lettuces, cucumber and purple radish; cioppino with local seafood; and baby lamb cheeks with mascarpone polenta and tomato ragù.

CLOCKWISE FROM ABOVE Bathroom view of the Transamerica Pyramid; cocktail service; oversized bedroom

The executive chef, Raul Dominguez, a surfer and fisherman who enjoys a direct connection to Northern California's coastline and produce, says, "We're able to showcase food that's both well-sourced and beautifully executed."

The hotel is also close to historic Jackson Square, a dynamic hub of culture, Michelin-starred dining and sophisticated living. At the center of this revival is the Transamerica Pyramid, which defines the neighborhood's panache and is a star of views from the Four Seasons. The area's preserved 19th-century architecture and charming cobblestone streets beckon guests to take leisurely walks to browse the district's art galleries, landmarks such as William Stout Architectural Books, and high-end-boutiques.

BEST FOR

Spectacular views of the city in roomy accommodations.

VERDICT

This splendid hotel offers supreme comfort and luxury in a fantastic location close to Michelin-level dining, drinking, shopping and sightseeing.
fourseasons.com

CLOCKWISE United provides Saks Fifth Avenue bedding in its long-haul Polaris cabin; the airline operates a fleet of 21 Boeing 787-10 Dreamliners; amenity kits are supplied by Therabody

CHICAGO TO AMSTERDAM

Star Cross

United's Polaris class improves its product—somewhat—on a transatlantic route

WEEKEND TRIPS ARE common, and Chicago's dreary winter intensifies the desire to escape for a little while. However, when I told others about my weekend trip to Europe, I often received judgment regarding my definition of rest and relaxation. Am I crazy? Maybe. But securing an 80,000-mile redemption for United's lie-flat Polaris business class definitely made the nine-hour flight a lot more bearable!

Check-In

United has designated the south end of O'Hare Airport's Terminal 1 for Polaris and United Premier 1K check-in. When I arrived, it was empty and there was no wait. Since I wasn't checking any bags for my weekend trip, I simply checked in using the United app and went straight to security.

Unfortunately, my flight coincided with a less-than-ideal situation regarding the airport experience at O'Hare. United is in the midst of a much needed expansion of its Polaris lounge, and the scheduled monthslong closure of the lounge began a few weeks before my flight. As a result, all Polaris passengers were granted access to the standard United Club and received vouchers for two premium drinks at the bar.

While the vouchers acknowledged that United Clubs are a step down from the Polaris lounge experience, I expected more to be done to accommodate Polaris passengers. I would have anticipated at least a premium food offering rather than the often underwhelming buffet selection that most United Clubs provide.

Boarding

Tonight's flight was operated on a Boeing 787-10 Dreamliner, and the dual-door gate made boarding a breeze. I was escorted to 5A, a window seat on the left side of the aircraft. Once settled, I was offered a predeparture drink, with the options being prosecco or orange juice. I chose the prosecco, but was slightly surprised to see that the drink was served in a plastic cup instead of a glass.

We experienced some logistical issues on the tarmac that delayed our departure by nearly an hour. While I understand that such issues can arise and are often beyond the airline's control, I felt that the overall experience was further impacted by the crew's lack of engagement with the passengers during this waiting period. At no point did they circulate through the cabin to check in with travelers or offer any refreshment, which left many of us feeling somewhat neglected. In my opinion, these small yet meaningful gestures can significantly elevate the premium cabin experience.

The Seat

United clearly excels in its hard product, particularly in the Polaris cabin. The seating is arranged in a staggered 1-2-1 configuration, with the odd-numbered window seats providing enhanced privacy, as they are positioned closer to the fuselage. The storage compartment and faux-marble tabletop are adjacent to the aisle, enhancing the overall comfort of the space.

To my left I found the seat controls, while to my right was the main storage compartment, which opened to reveal the in-flight entertainment (IFE) headphones, a water bottle and small mirror on the door. This area also featured a universal power outlet and standard USB port for charging devices, along with an ambient lamp and smaller reading light.

In front of me was the IFE screen, which had an extra storage slot and second USB charging port just below it. The tray table had a convenient tuckaway feature, allowing me to stand up without needing to completely stow it away.

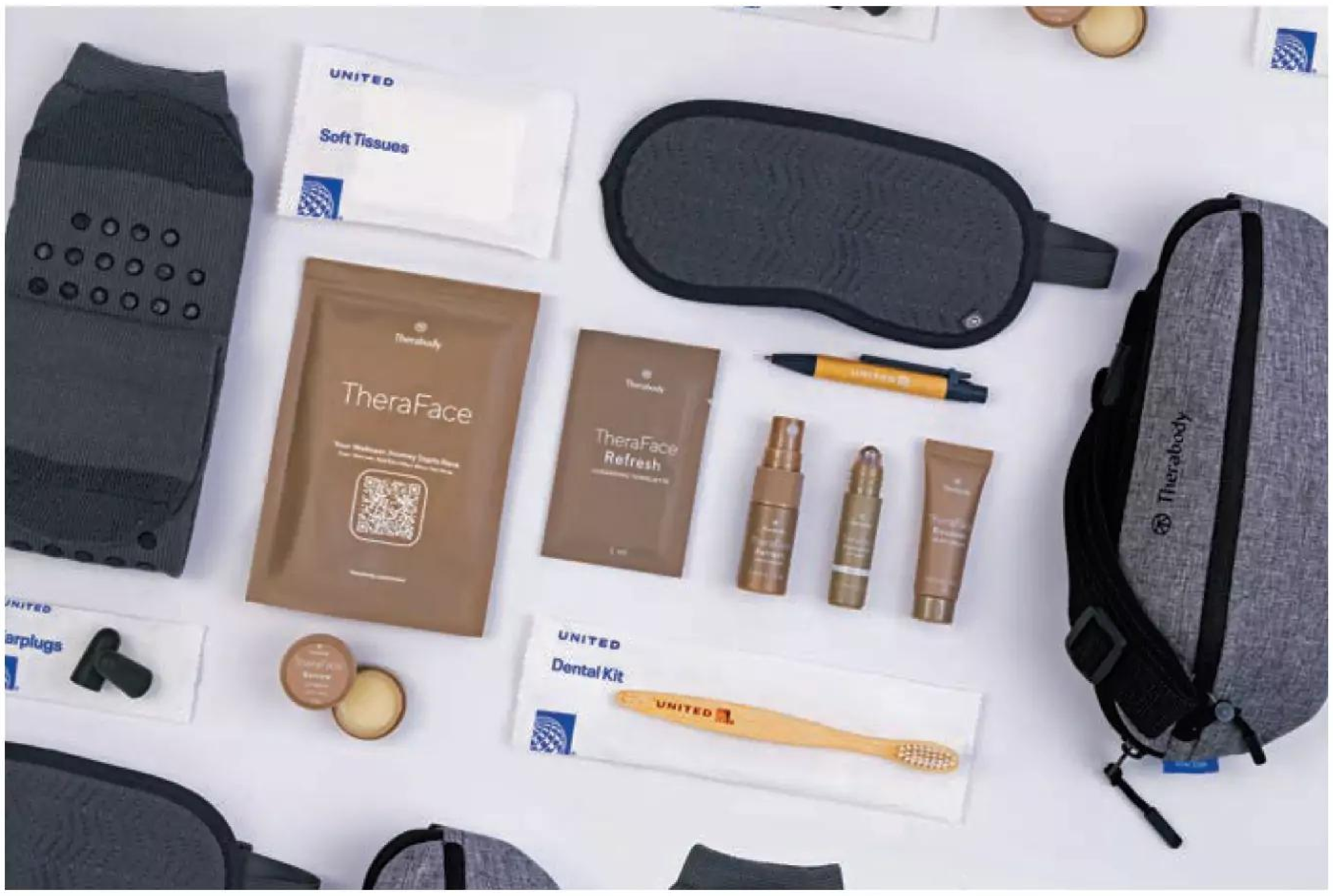
United's newest amenity kit, provided by Therabody, included all the essentials: an eye mask, earplugs, a dental kit and high-quality skincare products. The seat itself was extremely comfortable, and the bedding and pillows from Saks Fifth Avenue made the lie-flat bed one of the most pleasant experiences in the sky. Extra mattress pads for the bed were available upon request, making it even easier for me to fall asleep when it was time to rest.

Food & Beverage

United has never been particularly famous for its onboard dining experience. While it still has a long way to go to match the offerings of Middle Eastern and Asian carriers, it has made some improvements over the years.

> **United clearly excels in its hard product, particularly in Polaris.**

My flight attendant, Carlos, provided one of the most accommodating crew experiences I have had on United to date, which can be rare among legacy U.S. carriers. Service began with a hot towel and mixed nuts, followed by my first course, which included a rather uninspired burrata and side salad. However, the main course of beef short rib, mashed potatoes and Broccolini was delicious. Of course, any flight in Polaris wouldn't be complete without indulging in the ice cream sundae cart. For breakfast I chose scrambled eggs and sausage, which was nothing special. While nothing I tried left a lasting impression, I was pleased to notice the developments United has made since my last trip in Polaris.



IMAGES UNITED POLARIS

BEST FOR

Those seeking an easy and affordable way to book a Star Alliance business class cabin using points and miles.

VERDICT

United's Polaris business class is one of the most comfortable options for crossing the Atlantic. Although there is still room for improvement in dining and amenities, I am encouraged to see that United has started to address these concerns. It is working to provide a more comprehensive business class experience that aligns with the standards expected in other parts of the world.
united.com

STORY BY
ALESANDRA DUBIN

Virgin Atlantic Clubhouse Los Angeles

L.A. Confidential

A new lounge with British flair opens at LAX

JUST AHEAD OF its opening on March 28, I had the opportunity to preview the Virgin Atlantic Clubhouse at LAX—the sixth addition to the airline's lounge portfolio.

Taking over the former Etihad lounge, the Clubhouse celebrates the reputation and passions associated with Los Angeles, with a focus on health and wellness along with elements from the entertainment industry. Like other venues in the area, the Clubhouse aims to inspire a bit of envy—its interior is visible to passersby through a glass wall. Virgin's design manager, Lara Fleat, described it as "a sneak peek for those walking by, so you really get that sense of FOMO." The cheerful and contemporary lounge space offers whimsical and playful multisensory experiences, encouraging guests to unwind and relax before their flights.

The Lounge

The space, which pays tribute to Los Angeles by featuring local artwork, can be accessed through the new Delta One Lounge. The day-to-night transitional lighting aligns with the natural light outside. Just off the entrance is the Ruby Room, a Hollywood-inspired space complete with its own red carpet and a movie screen that offers Bluetooth wireless headsets. Additionally, the Royal Box, a secluded alcove within the Ruby Room, is designed as a private getaway for VIPs, featuring adjustable mood lighting and a special secret menu.

Amenities

Away from the work and dining spaces, the Zen Den is an intimate room meant to promote physical and mental health. It's the first space of its kind for Virgin. The room's centerpiece is a magic-mirror-like installation from new partner Forme, on which Richard Branson himself greets guests by way of a video message after they touch a welcome screen. Travelers can explore programming in three categories: mind, body and spirit. Each category offers a selection of short guided sessions, including jet-lag workouts and meditations. The space also features gym equipment such as weights and yoga mats. The shower and body products available in the lounge are sourced from Flamingo Estate's Garden Essentials collection.

Travelers can find workspaces throughout the lounge. There are three podlike spaces called Studios, designed as private, quiet chambers for focused work. Ideal for phone calls, the pods are acoustically sealed yet remain airy and well-lit.

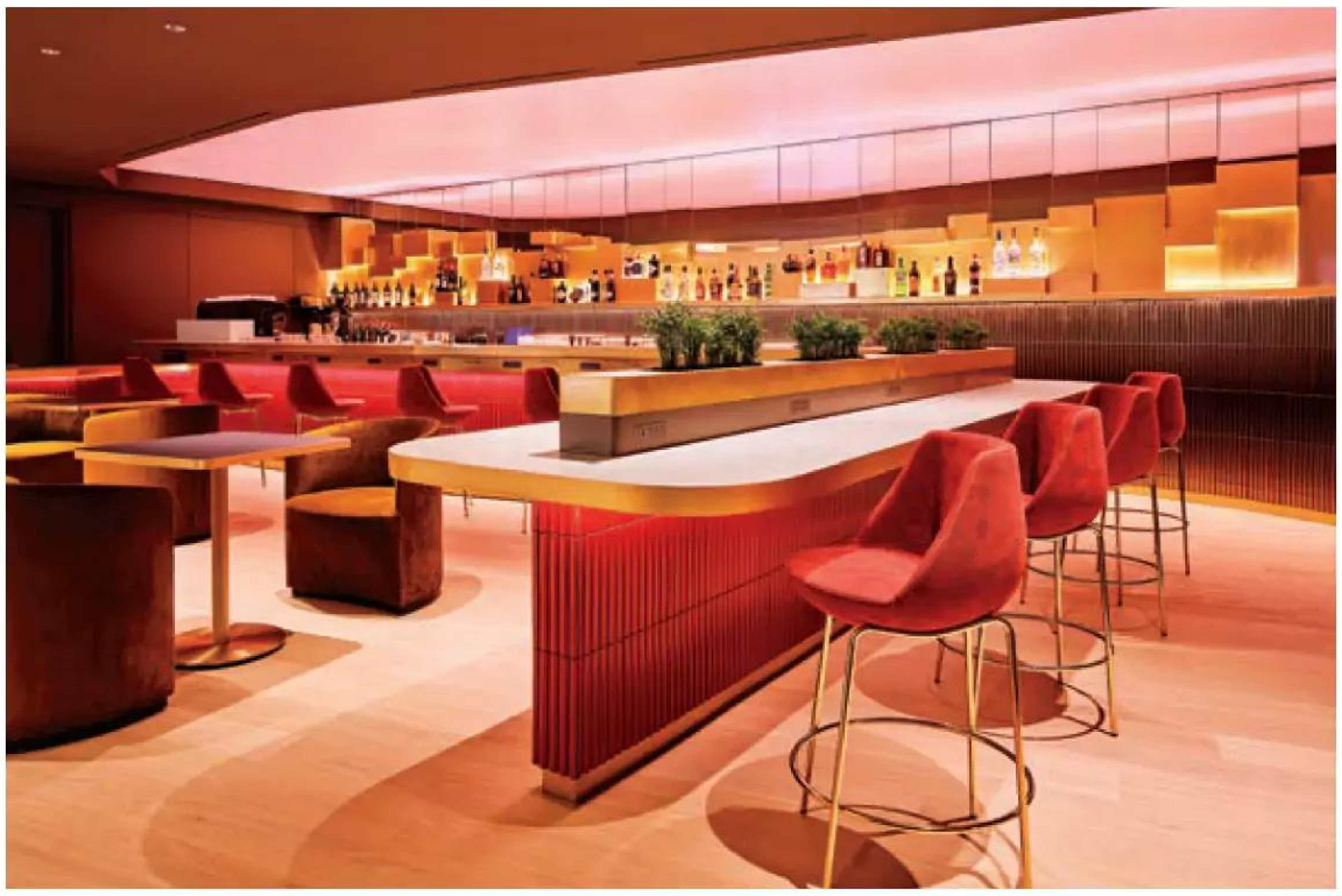
Food and Beverage

Table service is available at every seat—simply scan the QR code corresponding to your chosen location to get started. The menu features signature dishes and options to accommodate various dietary needs. Offerings include a tuna poke bowl, California roll, tofu pho and a Californian fig salad. I enjoyed the fish tacos and found the fish and chips to be light and flavorful. The vegan mushroom *bao* was another standout dish—everything I tried was of top quality.

In addition to the standard cocktail menu crafted by the in-house mixologist, which features the Twisted Angel—a drink created specifically for the L.A. market using Aperol and gin—the menu also includes an innovative range of low- and no-alcohol offerings. I tried a canned drink from Trip Mindful Blend's selection, designed to promote sleep and wellness. Infused with lion's mane, magnesium, ashwagandha and L-theanine, the drink was flavorful and satisfying.

Access

Eligible passengers include those flying in Upper Class, Virgin Atlantic Flying Club Gold tier members, Delta One passengers on a Delta International flight, and SkyTeam Elite Plus members traveling with Virgin Atlantic or Delta. In recognition of the local wildfires, the airline is honoring active-duty firefighters from the LAFD with access before their flights as a token of gratitude for their service.



FROM TOP The lounge's menu features British classics such as fish and chips; main bar area

IMAGES VIRGIN ATLANTIC

BEST FOR

Preflight wellness breaks, food accommodating dietary needs, clever cocktails and comfortable work stations.

VERDICT

The new Virgin Atlantic Clubhouse at LAX is a cheerful, cheeky space with lots of wellness-inspired comforts.
virginatlantic.com

STORY BY
JEREMY TAYLOR

Rolls-Royce Black Badge Spectre

Purple Reign

Rolls-Royce unleashes a bespoke all-electric vehicle that is sure to turn heads

THE MOST POWERFUL Rolls-Royce ever built is an all-electric coupe for the more "enthusiastic" driver. A secret button on the Black Badge Spectre unleashes a massive 659 horsepower, delivering luxury thrills.

A discreet Infinity switch catapults the car's hood-mounted *Spirit of Ecstasy* to 60 mph in just 4.1 seconds. Yet despite firmer suspension and enhanced handling technology, the latest Roller still returns a magic-carpet ride of astonishing quality.

The original Spectre was launched in the Napa Valley in 2023—a fully electric vehicle with zero emissions and stellar levels of refinement priced at approximately $422,000. The new Black Badge is a bespoke version, increasing its horsepower by 74.

Despite weighing more than three tons, the Spectre glides easily thanks to its whisper-quiet electric motors. On a handling course in Barcelona, I was able to experience the car's otherworldly performance firsthand. Rolls-Royce likes to call it "waftabililty."

A new Spirited Mode also equips the limo with a special launch system for an extra-fast getaway. Floor the gas pedal while holding down the brake, then release the brake for the Spectre to explode into action.

Rolls-Royce employs Black Badge branding for its more visceral models, featuring darkened chrome and brightwork, preferred by "clients who fearlessly reject convention." The debut car I drove in Spain was painted vibrant Vapour Violet—a color Rolls-Royce says was inspired by the neon excesses of 1980s club culture in London.

The moody aesthetics included a palette of funky interiors and a painted Iced Black hood. The super coupe also boasts 5,500 fiber-optic stars in the roof lining. Rolls-Royce is restrained about pricing details, but join the waiting list for approximately $580,000. ***rolls-roycemotorcars.com***

BADGE OF HONOR Rolls-Royce uses the term Black Badge for its high-performance models, and the new Spectre is the first electric vehicle to receive the designation

IMAGES **MARK FAGELSON/ROLLS ROYCE**

STORY BY
TERRY
ZARIKIAN

Carnivale, Paradise Island, Bahamas

Food Festival

A vibrant eatery celebrating color, community and island fare opens in the Bahamas

A TWO-DECADE-old Latin-inspired dining concept that originated in Chicago has just debuted on Paradise Island, creating an expanded culinary fusion by including local Bahamian culture. As a brilliant centerpiece of the redeveloped Hurricane Hole superyacht marina, just across from the bridge that leads to Atlantis, Carnivale is uniquely pleasing.

"Our expansion to the Bahamas is incredibly meaningful for us," says Bill Marovitz, co-owner of Carnivale. "We're excited to introduce the Carnivale experience to the Bahamian community."

Few restaurants are as colorful as Carnivale. The 15,000-square-foot venue offers a plethora of photo-worthy opportunities with its festival masks, elaborate headdresses, large murals by Bahamian artist Angelika Wallace-Whitfield, and neon pop art installations. Refreshing cocktails include the Paradise Garden, a blend of mezcal, tropical lime, pineapple, cilantro and jalapeño, and the Jubilee, with blanco tequila, elderflower, lime and sparkling wine.

Outdoor seating is the most sought-after for its proximity to the water and yachts. Late lunches overlap with sunset cocktail hour, and in a blink it's dinnertime. This is how island life is, especially when one eats fresh island food. From the sea comes pristine *aguachile* of shrimp, a spicy gazpacho-like sauce with sweet Bahamian shrimp and bits of chicharron, while a Peruvian crudo marinates bonito with lime and ají amarillo. The mojo dayboat ceviche is a complex preparation that mixes quinoa, coconut and hominy with a fresh dayboat catch marinated in lime and goat pepper. Among the other delicious appetizers are the Carnivale guacamole, bacalao croquettes, shrimp quesadillas with Chihuahua cheese, and the Fulton Market salad, a nice mix of greens grown on the island with pickled onions, candied pecans and herb dressing.

Hearty dishes to share with the family include the hard-to-pass-up peri-peri pollo asado, featuring a roast chicken, elote, string fries and ají verde; slow-roasted Yucatán pork with frijoles, red rice, guava goat-pepper salsa and tortillas; and the 48-ounce tomahawk steak accompanied by crisp delicious yucca fries, buttered greens and chimichurri. Seafood paella and variations such as chorizo with chicken, mix paella, and all-vegetarian with snap peas, spinach, tomatoes, peppers, coconut and saffron are pleasing options. However, I did enjoy the simplicity of the dayboat lobster with grilled pineapple, cascabel chili, goat pepper and citrus butter.

FROM TOP Seafood paella; gaucho steak with yucca fries; outdoor patio

Desserts honor the Iberian Peninsula. The tres leches de café is a dreamy coffee cake with three milks, including dulce de leche, while the *xocolatl* features chocolate mousse, chocolate ice cream, brownie crumble and soft caramel—yum! For a table with a big sweet tooth there are also *malassadas* (Portuguese doughnuts with cinnamon sugar and guava curd) and crema *catalana*.

BEST FOR

A vibrant experience with friends and family to celebrate a memorable occasion or simply the pleasure of Bahamian food and culture.

VERDICT

This Chicago import offers delicious island fare in a colorful atmosphere, ideal for a lazy lunch or indulgent dinner.
carnivalebahamas.com

IMAGES DK@KOLECTIV.CO

Overstory
New York City

STORY BY
TERRY ZARIKIAN

Top Shelf

A lounge in the clouds deserves its high ranking as one of The World's Best Bars

I NEVER IMAGINED I would have to climb a steep marble stairwell on the 63rd floor of New York's 70 Pine Street to get from the two-Michelin-starred restaurant Saga to Overstory, an impressive bar on the 64th floor with a wraparound terrace and 360-degree views of the skyline. To be clearer, I wasn't prepared to exercise to be amused by the 15th Best Bar in the World, but it was worth more than those few steps.

I often write about some of The World's 50 Best Bars, and understand the quality that merits these awards, but everywhere I have been in the past decade seemed the same old until we tried Overstory. The art deco lounge, designed in a light earthy palette, has 28 seats, but only 12 are at the bar, where we sat and had the best conversation with our friendly bartenders. (One of them, Antonis Giannopoulos, a Greek compatriot of mine, shared an up-to-date list of the coolest places to visit in Athens.)

The cocktail menu, which changes periodically, offers a selection of 12 choices, and we tried half of them in an hour. We wished we could have stayed longer but had a hard-to-get reservation at Chez Fifi, a beloved new restaurant in town (which I will describe in a future issue).

Our first round consisted of the Pink Tuxedo, a mind-blowing and balanced mix of vodka, cherry blossom, vermouth, strawberry and absinthe. It tasted like a love elixir, so easy to drink it spurred a sense of instant happiness. Our second cocktail, Maravilla, was exactly that—wonderful! It featured marigold flowers that had been processed to obtain a calendula marigold extract mixed with pineapple, apricot and Timut peppercorn. It left me wanting another round, but we had to make room for others. At this point, we ordered the grilled cheese sandwich, a delightful, aged Comté cheese with black truffle and a sweet mustard sauce. We were recommended El Bandito, combining tequila, tomato water, mango, lime and *yuzu kosho*. The tomato water concerned us, but when the drink arrived, milky white, we felt we had tasted glory itself. Meanwhile, the Guava Crush, a mezcal with strawberry, guava, lemongrass, lime and sumac, was something a *White Lotus* character would have multiples of.

To end our unforgettable sunset cocktail hour, I ordered The Last Frontier, which mixed gin, sherry, mandarin, beeswax and Yellow Chartreuse in a way that contributed to the best martini I have ever had. I am picky with my gin martinis because I only like them extra dry, but now The Last Frontier is my favorite cocktail, and I can only get it at Overstory. My friend ended with the Easy Money, vodka, coconut, yuzu and soda adorned with a fragrant sprig of lime leaves. It was smooth as smooth can be but beware the buzz—which we relished as we departed for our next stop.

FROM TOP Pink Tuxedo cocktail; Easy Money

IMAGES **SHANNON STURGIS**

BEST FOR

Innovative potions served in a sleek art deco setting in the sky.

VERDICT

This highly acclaimed bar delivers an unparalleled experience for guests seeking superb cocktails in a glamorous environment.
overstory-nyc.com

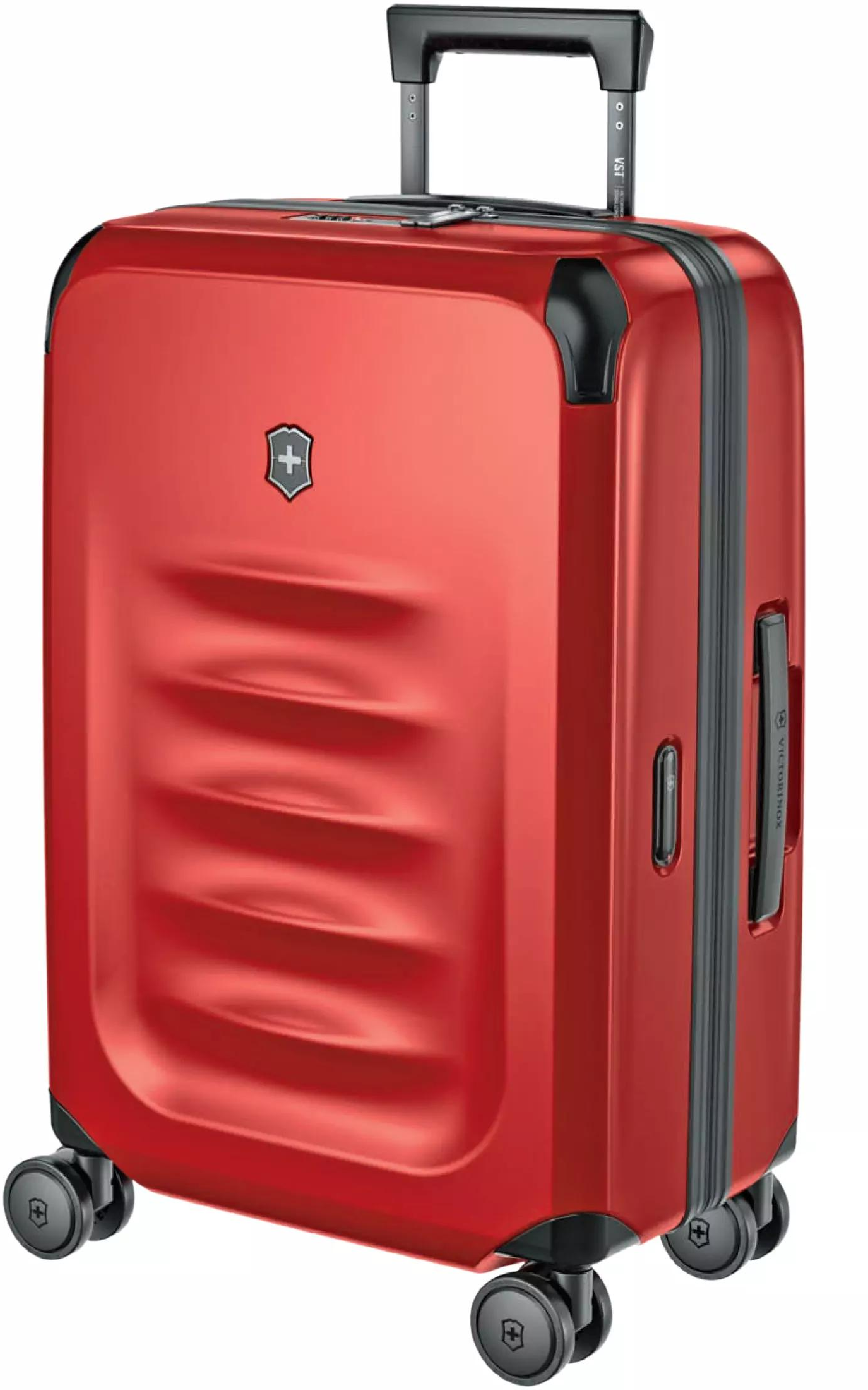
The Season's Brightest Bags

Vibrant colors are all the rage for Spring

HOW POPULAR ARE brilliant hues as a current luggage trend? Here's a hint: If you're not quick to purchase any of the pieces seen on these pages, they may be sold out if you wait even a week or two.

That's the message communicated by brands currently releasing styles in vibrant colors, the hottest trend in luggage for Spring 2025. Why are bright, bold colors hitting big in both carry-on and checked bags? An element of impulse buy can be credited, as alluring colors may seem irresistible to consumers realizing the suitcase stowed in a closet at home is a bit dull by comparison. But research indicates that luggage in a vivid hue also may be less inclined to get lost in transit. Black, navy and gray continue their longtime status as the most popular luggage shades—often chosen because they show wear and tear less than other colors—but they also rank high among pieces most easily misplaced, largely due to other passengers grabbing them by mistake. If your priority is a suitcase that stands out as yours, either on the baggage carousel or strolling through the terminal, eschew the darks and embrace the brights.

Vivid green, sea-inspired blue, bold red and vibrant pink are among the hot colors in the latest debuts. Here's a look at five styles that are anything but boring.



Victorinox Spectra Frequent Flyer Plus Carry-On in Victorinox Red

Fun fact: Victorinox trademarked the color red seen on the Swiss Army knife the company has been selling since 1897, and a lustrous version of that iconic hue is also available on one of the brand's luggage collections. Crafted of a high-performance recycled polycarbonate, this carry-on shimmers in that signature color, while the features of this 45-liter piece include the ability to expand by an additional 20 percent. Additional elements include dual-caster spinner wheels and a tough dual-tube telescoping handle. The bag also can be personalized with initials or a unique message. ***$575, at victorinox.com***

STORY BY
LAURIE BROOKINS

Best for Eco Points

Paravel Aviator100 Grand in Glacial Blue

Founded in 2016, New York City-based Paravel has become the hot brand among fashion editors not only for its focus on sustainability, but also for its sleek look and a thoughtful approach to how the luggage and accessories work together. Simply put, they look chic rolling through an airport. The popular Aviator100 now comes in Glacial Blue, and it's crafted of six recycled water jugs, the color of which have been preserved in construction, meaning no two bags are exactly alike. Sustainable details on this 77-liter bag extend to the recycled aluminum handles and zippers, vegan leather details and a proprietary nylon lining crafted from 15 recycled plastic bottles.

$600, at tourparavel.com

Floyd Cabin in Vegas Green

Colors are vital to the Floyd look, and among the latest is the hue of the Cabin case seen here, christened Vegas Green. If it conjures thoughts of the avocado kitchen in your grandparents' home long ago, that's not an accident, as many Floyd pieces have been crafted with a 1970s vibe.

But it's the wheels that up the hip quotient: Floyd employs eight skateboard wheels on each style, enhanced with ball bearings to ensure a quiet, smooth glide from the terminal curb to the gate. Each Floyd case automatically comes with classic red wheels, but for an additional $75 you can purchase another set of eight wheels in colors such as Marshmallow Pink, Kickin Orange or Glow in the Dark white, and change them out as the mood suits you.

$645, at floyd.one

Bric's Expandable Spinner Check-In in Sage Green

The Positano collection by Italy-based Bric's, designed to evoke the vivid blues and greens of the Mediterranean, is available in a tonal selection of azure hues or the bright sage green seen here. This 30-inch, 10-pound suitcase is made of recycled polycarbonate with cowhide detailing and offers a spacious 115-liter capacity. Features include 360-degree double wheels crafted in Japan (roundly preferred for their quality) and TSA-approved combination locks.

$580, at bricstore.com

Béis Large Check-In Roller in Berry

Suddenly pink is everywhere in high design, from fashion to luggage debuts. In 2023 Béis originally released a collection in bright pink, dubbed Berry, which sold out so quickly it has been brought back for Spring 2025. This hard-shell Large Check-In Roller in a matte-finished Berry offers a roomy 112 liters of capacity and stands 31.3 inches high, with features that include inches of expandable space, an AirTag pocket, built-in lock, 360-degree wheels and silicone cushioning. If you didn't grab Berry the first time around, be warned: The color is a limited edition, so wait again at your own peril.

$358, at beistravel.com

IMAGES **COURTESY OF VICTORINOX; PARAVEL; FLOYD; BRIC'S; BÉIS**

FROM OUR

PARTNERS

M Social Downtown New York

55 Church St., New York, NY

Set to rebrand in early summer, Millennium Hotels and Resorts will introduce M Social Downtown New York, a newly reimagined lifestyle property in the Financial District, designed specifically for business travelers. Offering a prime location with direct access to financial centers and iconic neighborhoods of Wall Street and the World Trade Center, the hotel offers business travelers a streamlined, sophisticated environment for both work and leisure. The 569 renovated rooms, including 98 suites designed with the business-conscious traveler in mind, offer state-of-the-art workspaces, each with expansive views of downtown Manhattan. The six versatile function rooms spanning 3,550 square feet of meetings and event spaces will provide the latest technology, including 98-inch 4K screens. For business travelers seeking a refined dining experience, the M Social Downtown signature restaurant Beast & Butterflies will offer a modern atmosphere ideal for business meetings, networking events, or unwinding after a busy day.

MSOCIAL.COM

Photos courtesy of M Social Downtown New York

Le Jardinier

66 Lexington Ave., New York, NY

Le Jardinier is a collaborative culinary experience crafted by the Michelin-starred Chef Alain Verzeroli and global hospitality group The Bastion Collection. Located in the heart of Midtown Manhattan, Le Jardinier offers a serene escape amid the city's bustle. Rooted in the refined elegance of French culinary technique, the menu, overseen by Executive Chef Andrew Ayala, celebrates seasonality with dishes that encapsulate the land's rich offerings on every plate, and paying tribute to the rhythm of nature. This ethos also defines the dessert and pastry program, led by Executive Pastry Chef Salvatore Martone, focusing on ingredients that take the form of whimsical and artistic delights.

LEJARDINIER-NYC.COM

Greywind

451 10th Ave., New York NY

Hudson Valley meets the Hudson Yards at Greywind, the elegant dining destination offering a locally sourced, seasonally driven menu. The menu boasts American cuisine featuring seasonal, local ingredients at the forefront creating a playful, modern take on recognizable dishes using bold, unexpected flavors, including a variety of complex plating and cooking techniques while also highlighting the simpler yet classic rotisserie oven.

GREYWINDNYC.COM

Chatti

252 W. 37 St., New York, NY

This recently opened restaurant is a love letter to toddy shop culture from one of India's most celebrated chefs, Reggi Mathew. The ubiquitous, communal eateries found across Kerala serve toddy – a naturally fermented palm beverage – paired with slow-cooked dishes utilizing ingredients from the surrounding natural abundance. Here, Chef Mathew reimagines this tradition for a contemporary global audience, celebrating Kerala's regional diversity.

CHATTINEWYORK.COM

(Chatti) Left photos by Alex Stanlinoff; other photos courtesy of Chatti; (Greywind) photos courtesy of Greywind; (LeJardinier) top left photo by Nicole Franzen; other photos courtesy of Le Jardinier

STORY BY
EDEN HERBSTMAN

TASTE SENSATIONS

"I had no interest in writing about my life until it disastrously fell apart." Restaurateur Keith McNally's new memoir, *I Regret Almost Everything*, written after he suffered a stroke, is a window into multiple Downtown New York heydays. His establishments—The Odeon, Pastis, Balthazar and others—became cultural-culinary crazes. The book serves gossip but it's not merely a series of glossy tales, as McNally explores his flaws and successes in business and life. Here, his memorable places.

RESTAURANT
Paris Bar

Berlin

"In the early '90s I left the restaurant industry and directed two films. After spending the day shooting a film I didn't believe in, I sought refuge in my favorite restaurant: Paris Bar. Its distinction wasn't the food, but its charismatic owner, Michel Würthle. I was struck by his total command of the dining room. Artists flocked to Paris Bar, yet Würthle disliked the term 'artists' bar,' and treated people according to their attitude, not their fame or status. Seeing Würthle work had a significant impact on me."

Paris

"Anna Wintour and Michel Esteban, her boyfriend at the time, took us to some of the best brasseries and bistros in 1978—La Coupole, Allard, Chez René, Au Pied de Cochon, Balzar. I loved the smell of escargots drenched in butter and garlic, the look of red banquettes, the scored mirrors, the handwritten menu. Anna's plan was to seduce me into remaining in France to work. By the end of a long week, I was thoroughly seduced—by the thought of returning to New York and building my own version of a Parisian brasserie."

BALTHAZAR
SERVICE A TOUTE HEURE
RESTAURANT
PLATEAUX D'HUITRES

New York City

"Like many immigrants, my desire to live in New York came from watching films. The odd thing about experiencing New York for the first time was that it seemed more like the films than the films themselves. Places rarely live up to expectations, but New York did—particularly its availability. Not that I needed to have an egg sandwich and a coffee at 3 in the morning, but *knowing* I could helped me sleep better. It still does."

PUDDING SHOP
LALE RESTAURANT

Istanbul

"In 1970, Istanbul's Pudding Shop was the most famous hippie café in Europe. Its casual dining area had worn armchairs and a huge bulletin board covered with pinned-up notes for fellow travelers. Istanbul markets were filled with exotic smells of paprika, cumin, sumac and cinnamon—spices that were completely foreign to me. Seeing sacks of spices, freshly ground, lining the aisles of the city's main bazaar sparked an interest in cooking which, until then, meant nothing to me."

IMAGES ALAMY

The Love of a Father and Son Inspires The Heart and Soul of Arturo Fuente
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...I See Chateau de la Fuente
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